

Goal 1

Well-Being and Quality of Life
Description: Create safe and healthy communities where all people can thrive.

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
Housing				
<ul style="list-style-type: none"> Streamline permitting process to encourage construction of affordable housing/alternative dwelling units enhancing health and safety 	24/25	<ul style="list-style-type: none"> Review and update regulations applicable to Alternative Dwelling Units (ADUs) Adopt 6th Cycle Housing Element (2023-2031) included in the County of Monterey General Plan by 2024 Review policies and regulations and draft and present for adoption ordinances that remove barriers or discourage affordable housing development 	HCD	
<ul style="list-style-type: none"> Achieve or exceed Regional Housing Needs Allocation housing goals to meet local need 	Annually through 2032 FY 25-26 thru FY 35-36	<ul style="list-style-type: none"> Monitor and report progress toward RHNA to the Board of Supervisors and State HCD Revise housing policies as needed to ensure goals are met Plan on 100 units built and subsidized per fiscal year until we reach 1,000 	HCD/DSS	
<ul style="list-style-type: none"> Expand opportunities for affordable and workforce housing development 	Ongoing	<ul style="list-style-type: none"> Review opportunities for housing developments on county-owned properties Seek grant funding to subsidize affordable housing developments Continue to provide funding to non-profit housing developers for the provision of housing in Monterey County Explore opportunities to partner with local industries on workforce housing projects Continue to prioritize/expedite application processing for farmworker housing projects 	HCD/PWFP	
<ul style="list-style-type: none"> Prepare Vacancy Tax Ordinance for Board consideration 	TBD	<ul style="list-style-type: none"> Priority use of funds generated would be for affordable/workforce housing development 	HCD/ County Counsel	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none"> Implement a meaningful community engagement program to all segments of the community with dedicated resources, including staffing (2 years) 	FY 25-26 FY 24-25	<ul style="list-style-type: none"> - Develop engagement program and identify staffing and funding resources - Potential milestones: meetings organized, relationships established, grants obtained, etc. - Outreach to underserved communities to provide county services - Develop and implement public campaign explaining County functions, services provided, and how to access them <ul style="list-style-type: none"> o Create dashboard for community feedback on County programs o Implement a county public communication campaign to promote civic engagement 	CRO/CAO	
<ul style="list-style-type: none"> Establish a Youth Advisory Board 	FY 24-25	<ul style="list-style-type: none"> - Fill vacant Chronic Disease Prevention Coordinator position - Finalize Youth Advisory Board Procedures: <ul style="list-style-type: none"> o Accept applications for Youth Advisory Board vacancies o Engage youth and schools, invest in youth through after school programs 	Health/CAO/MCOE	
<ul style="list-style-type: none"> Ensure that County Parks are accessible to all community members 	FY 24	<ul style="list-style-type: none"> - Keep park infrastructure well-maintained and rehabilitate/improve, to promote a thriving atmosphere that is appealing and inviting to the public - Continue promoting the message of free day use Parks to the public (both in the County and outside/tourists) - Review Americans with Disabilities Act/accessibility policies (e.g., electric bikes on trails) 	PWFP/ CRO	
<ul style="list-style-type: none"> Expand Wi-Fi for public access outside of public facilities 	FY 24-25	<ul style="list-style-type: none"> - Expand the deployment wireless access points at various locations in and around county sites to provide internet access to residents, clients, and patients - Assess additional sites and develop a deployment and cost plan for implementation - Engage with community stakeholders to address potential challenges such as parking - Engage with local law enforcement agencies covering County buildings, consensus on policies to access spaces for Wi-Fi to coordinate the balance of safety and access measures across for accessibility when facilities are closed <ul style="list-style-type: none"> o 	ITD	Will launch project 4/24

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none"> Develop strategic approaches to addressing food insecurity (i.e., foodbank partnership to operate grocery style food outlets in communities) 	FY 24-25	<ul style="list-style-type: none"> Develop Countywide MOUs or agreements with food distribution agencies, allowing food distribution at all County operated facilities Streamline and standardize purchasing and documentation procedures for food to be part of public programs and services within the County 	DSS/ CAO - Contracts-Purchasing	
Financial Strategies:				
<ul style="list-style-type: none"> Place a Transient Occupancy Tax (TOT) increase on the ballot – November 2024 	TBD		CAO - Budget/ County Counsel	
<ul style="list-style-type: none"> Develop ballot measure to increase Sales Tax – November 2024 	TBD		CAO - Budget/ County Counsel	
<ul style="list-style-type: none"> Explore the feasibility of joining the “Guaranteed Income Program” 	FY 25-26 FY 26-27	<ul style="list-style-type: none"> Obtain corporate sponsor, develop criteria for participation, track data to continue or discontinue the program, find new sponsors Increase financial security, decrease poverty level by a certain percentage (3-5 years) 	DSS	
<ul style="list-style-type: none"> Implement a transparent process for community budget allocations and participatory budget process 	FY 26-27	<ul style="list-style-type: none"> Update Creating Safe and Healthy Communities Strategic Plan Training of Staff on Participatory Budget process Community convenings Plan for investment 	CAO - Budget	
<ul style="list-style-type: none"> Update Development Set Aside allocations to enable funding of community priority projects 	FY 24-25		CAO - Budget	
<ul style="list-style-type: none"> Develop funding strategy to enable the County to contribute “local share” to leverage state and federal grant opportunities 	FY 24-25		CAO – Budget	
<ul style="list-style-type: none"> Create funding strategy that will provide for adequate infrastructure development and maintenance 	FY 24-25; 25-26; 26-27	<ul style="list-style-type: none"> Explore feasibility of securing Certificates of Participation – COPs 	CAO -Budget	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
Health and Facilities				
<ul style="list-style-type: none"> Launch Sheriff's Office Jail Resource Center 	FY24-25	<ul style="list-style-type: none"> Launch Center to meet requirements of BSCC Path 3 plan Implement pre-release and post release services for incarcerated population for transition to community Provide resource center for post incarcerate population to seek assistance for housing, counseling, vocational training 	MCSO	
<ul style="list-style-type: none"> Build Medical Mental Health Jail Facility 	5-10 Years	<ul style="list-style-type: none"> Conduct assessment of Jail population for medical and mental health facility Transitional facility Evaluate BSCC Funding when available 	PWFP/MCSO	
<ul style="list-style-type: none"> Address Capital Infrastructure Needs of County Jail to meet Americans with Disabilities Act, Health, and Security Standards 	FY24-25 FY25-26 FY26-27	<ul style="list-style-type: none"> Conduct Assessment of Jail Capital Improvement Needs Prioritize Projects based on cost analysis and need assessment Plan investment over time to modernize facility Consider use of bonds to upfront fund need and pay bond debt over time 	PWFP/MCSO	
<ul style="list-style-type: none"> Build a Mental Health Rehabilitation Facility 	FY 26-27	<ul style="list-style-type: none"> Construct a 110 bed Mental Health Rehabilitation Facility <ul style="list-style-type: none"> Identification of site and development of architectural drawings Securing additional dollars to construct Request for Proposals for service provider 	Health/PWFP	
<ul style="list-style-type: none"> Construct a Behavioral Health Ambulatory and Admin Building 	FY 26-27	<ul style="list-style-type: none"> Identification of site and development of architectural drawings Securing additional dollars to construct 	Health/PWFP	
<ul style="list-style-type: none"> Explore feasibility of opening a children's mental health facility in Greenfield 	FY 24-25	<ul style="list-style-type: none"> Review utilization of King City and Soledad behavioral health clinics and place of residence Review office space available for rent in Greenfield 	Health/PWFP	
<ul style="list-style-type: none"> Explore feasibility of establishing health insurance program for the uninsured 	FY 24-25	<ul style="list-style-type: none"> Review data to identify and determine need of remaining uninsured Develop new program or modify Esperanza Care to meet the need of the remaining uninsured 	NMC/Health/DSS	
<ul style="list-style-type: none"> Open an animal shelter satellite in South County 	FY 24-25	<ul style="list-style-type: none"> Executed lease agreement or purchase agreement 	Health/PWFP	
Other				

<ul style="list-style-type: none">Expand Digital Skills & Computer Literacy opportunities	Ongoing	<ul style="list-style-type: none">Provide digital skills and computer literacy learning opportunities countywideCreation of directory of digital skills learning opportunities; determine gaps; strategy to fill the gaps	Library/ITD/local community colleges?	
<ul style="list-style-type: none">Provide opportunities for childcare providers in county buildings	FY 24-25	<ul style="list-style-type: none">Develop inventory of available space for childcare in County buildings	PWFP	

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Goal 2

Sustainable Infrastructure Now and in the Future

Description: Provide for the maintenance, replacement, sustainability, and resilience of infrastructure required for living, working, recreating in and visiting Monterey County.

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
Master Planning and Funding Strategies				
<ul style="list-style-type: none"> Implement beautification plans for disadvantaged unincorporated communities (Pájaro, San Ardo, San Lucas, Chualar, Castroville, Las Lomas, etc.) 	FY 24-29	Adopt Community Plans: 24/25 - Update Castroville Community Plan 25/26 – Chualar 26/27 – Pájaro Adopt Rural Center Plans 27/28 – San Lucas 28/29 – San Ardo - Beautify all neighborhoods with public art with particular focus on disadvantaged communities	HCD/PWFP	
<ul style="list-style-type: none"> Develop a County Facilities Master Plan (2 years) 	FY 27 and ongoing	<ul style="list-style-type: none"> Identify funding for Master Plan Prepare Request for Proposals (RFP) (3 months after funding) Solicit RFP (30 days to 60 days after Step 2) Return to Board for award (30 days after opening and ranking proposals) 	PWFP	
<ul style="list-style-type: none"> Implement financing strategies to: 				
<ul style="list-style-type: none"> <ul style="list-style-type: none"> Improve rating on roads by 2029; Bring all roads up to passing grades (3 years) 	FY 24 and on	<ul style="list-style-type: none"> Explore further innovative road treatment technologies (Note: some are already in development and PWFP staff have discussed internally since July 2023) Blend strategies further with Engineering and Maintenance Continue looking at funding strategies commensurate with new road treatments that are industry standard / pavement best practices Explore vacating low volume roads Convert paved roads to dirt road Further promote Public Private Partnerships (PPP) 	PWFP	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none"> ○ Implement County Park infrastructure improvements per Park Assessment 	FY 24 and on (or as funding is available)	<ul style="list-style-type: none"> - Review report’s project recommendation and priorities - Assess funding capacity or look for funding opportunities - Further promote Public Private Partnerships (PPP) - Put to construction with contractors 	PWFP	
<ul style="list-style-type: none"> ○ Build out low-maintenance County Park infrastructure in disadvantaged unincorporated communities such as San Lucas, San Ardo, Bradley, and Chualar, Pájaro and Castroville 	FY 24 and on	<ul style="list-style-type: none"> - Identify lands - Review with HCD the sites recommended for parks (partly Quimby Act) - Need to evaluate long-term maintenance strategies after constructed 	PWFP/HCD/CAO	
<ul style="list-style-type: none"> ○ Conduct county infrastructure assessment 	Start FY 24 and on	<ul style="list-style-type: none"> - Inspect/assess infrastructure as to existing, current condition - Identify potential costs to rehabilitate - Perform study of revenue vs. expenditure, pros/cons - Bring to Board of Supervisors for Approval - Deploy 	PWFP/CAO	
<ul style="list-style-type: none"> ● Create a plan to improve traffic flow for working commuters in the county 	Start FY 24 and on	<ul style="list-style-type: none"> - Re-evaluate past studies such as the 2010 Monterey County General Plan - Re-evaluate Traffic Nexus Fee Studies [both County and Transportation Agency for Monterey County (TAMC)] - Revisit programs such as Monterey-Salinas Transit (MST) buses and ridesharing (reduce vehicle miles traveled) – short-term - Develop new foundational fee studies such as Traffic Nexus Fee Study - Create a fee structure based on Traffic Nexus Fee Study - Seek PPP and other funding opportunities - Perform design and environmental reviews (CEQA/NEPA) - Acquire rights-of-way (i.e., land) as needed - Construction as appropriate 	PWFP/TAMC	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
Water and Sewer Systems				
<ul style="list-style-type: none"> Expand Chualar sewer system to allow for affordable housing expansion 	FY 24 and on	<ul style="list-style-type: none"> Study possible options to expand sewer capacity Currently, PWFP is projected to be awarded a grant for preliminary planning for connecting the Chualar system to M1W (an over \$4 Million grant) Perform design and environmental review (CEQA) Identify funding for next phases of project Construction 	PWFP/ Health - EHB	
<ul style="list-style-type: none"> Develop and implement plan for reliable, clean, safe water for human consumption for the community of San Lucas 	FY 24 and on	<ul style="list-style-type: none"> Acquire funding for study/plan Perform CEQA/NEPA environmental review Implement plan 	PWFP/EHB/San Lucas Water District	
<ul style="list-style-type: none"> Achieve water supply resiliency 	FY 24 and on	<ul style="list-style-type: none"> Provide for additional water storage Water supply could include desalination, recycling, etc. Continue efforts to provide adequate water for commercial, residential, and agricultural uses 	WRA	
Infrastructure				
<ul style="list-style-type: none"> Provide adequate community streetlighting, particularly in disadvantaged communities 	FY 24 and on	<ul style="list-style-type: none"> Review of Community Plans/Specific Area Plans Identify the need: is the purpose traffic safety, or a sense of public safety? Perform CEQA/NEPA environmental reviews Acquire permits as necessary Identify maintenance funding for the selected street lighting Identify funding for Construction Construct 	PWFP/HCD	
<ul style="list-style-type: none"> Increase opportunities for public transit as part of the development review process 	Ongoing		HCD	

Broadband and Communication				
<ul style="list-style-type: none"> Provide broadband access to every business and household in the unincorporated area particularly in disadvantaged communities 	FY 24-25	<ul style="list-style-type: none"> Complete broadband projects in partnership with Spectrum Pacific West, LLC and Cruzio Internet will conclude in San Lucas, San Ardo, North County, and the coastal region, providing internet services to approximately 1,845 previously unserved/underserved residents. The Local Area Technical Assistance Grant funding project is set to finalize, resulting in readiness for RFP issuance and enabling providers to apply for last-mile projects in South County. Additionally, the release of the Broadband Equity, Access, and Deployment (BEAD) funding opportunity will prompt collaboration between the county, Rural County Representatives of California, and providers to pursue grant applications 	ITD	<p>The Broadband Strategic plan was successfully completed, and the Conceptual Network Design and High-Level Design for the Local Area Technical Assistance Grant project were finalized. Furthermore, the Rural County Representatives of California submitted a Federal Funding Account application on behalf of the county, aiming to secure \$4,034,465 in funding for the last-mile broadband connectivity projects in south county. Before the conclusion of the Affordable Connectivity Program, the county's outreach endeavors (including community partners) led to the enrollment of 3,103 eligible residents for reduced internet services between July 2023 through end of January 2024.</p>
Other				
<ul style="list-style-type: none"> Reduce greenhouse gas emissions Preserve and protect the environment and green space throughout the County 	FY 24-25 and ongoing	<ul style="list-style-type: none"> Adopt and implement a county-wide Climate Action Plan 	CAO - Sustainability	

Goal 3

Safe and Resilient Communities

Description: Provide for public safety, disaster planning and response.

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
Disaster Planning and Emergency Response				
<ul style="list-style-type: none"> Invest in expanding the Emergency Communication (NGEN) public safety radio system 	FY 24-25	<ul style="list-style-type: none"> Complete infrastructure and software upgrade to bring us to the latest L3 Harris version SR11 Begin analog overlay upgrade for digital backup and rural area coverage 	ITD	Project and funding approval is complete with NGEN Operations and Executive Boards. Pending funding approval by BOS.
<ul style="list-style-type: none"> Work with Salinas Regional Sports Authority to develop a disaster recovery emergency campus element as part of overall County facility plan 	FY 24-25		DEM	
<ul style="list-style-type: none"> Provide training for all employees to deploy as Disaster Service Workers 	FYs 24-25, 25-26, Ongoing	<ul style="list-style-type: none"> Develop a formal Disaster Service Worker Program, including policies, procedures, organizing, training, and exercising Provide initial Disaster Service Worker Training for all County staff 	DEM	
<ul style="list-style-type: none"> Continue to increase the readiness of the Emergency Operations Center (EOC) infrastructure capacity and disaster service delivery capabilities 	FY 24-25, FY 25-26, Ongoing	<ul style="list-style-type: none"> Update the Emergency Operations Plan and relevant expiring Annexes Conduct a facility space assessment and identify viable infrastructure solutions Develop improved processes, procedures, and systems for disaster resource tracking and logistics management 	DEM	
<ul style="list-style-type: none"> Ensure continuity and scalability of emergency management services 	FY 24-25, FY 25-26, Ongoing	<ul style="list-style-type: none"> Evaluate and recommend the staffing capacity and capability to provide public information/emergency alerts, care and shelter services, community resilience program management, logistics management, and private property mitigation programs 	DEM	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none"> Facilitate a self-reliant, resilient, and informed Monterey County -for all segments of the community with emphasis on disadvantaged communities 	FY 24-25, FY 25-26, Ongoing	<ul style="list-style-type: none"> Evaluate, resource, and develop Community Emergency Response Teams Partner with faith-based, community-based, and non-profit organizations to establish a coalition of Community Organizations Active in Disasters (COAD) to prepare for and recover from disasters Re-evaluate, resource, and develop the Community Resilience Program Identify and develop Community Resilience Hubs Evaluate, resource, and develop the strategy for community outreach and disseminating disaster preparedness, response, and recovery information 	DEM	
<ul style="list-style-type: none"> Offer First Aid/CPR/AED training to all County employees 	FY 24-25 and ongoing	<ul style="list-style-type: none"> Identify funding source Identify training resources Place AEDs in all County operated facilities 	Health/NMC	
<ul style="list-style-type: none"> Identify resources to assist private property owners with programs to reduce risk from wildfires and flooding with priority -to vulnerable populations and disadvantaged communities 	FY 24-25, FY 25-26, Ongoing	<ul style="list-style-type: none"> Evaluate, recommend, and resource a program to incentivize private property home hardening and defensible space for wildfire mitigation Evaluate, recommend, and resource a program to incentivize private property home elevation and relocation for flood and sea level rise mitigation 	DEM	
Justice				
<ul style="list-style-type: none"> Develop and implement strategies to meet changing public safety needs, create accountability and increase transparency 	FY24-25 FY25-26 FY26-27 FY27-28	<ul style="list-style-type: none"> Develop funding strategy to increase staff and resources to meet the needs of the incarcerated population Staff planning on a measured multi-year approach 	County Counsel/ CAO/MCSO	
<ul style="list-style-type: none"> Facilitate marketplace competitiveness for justice related positions 	FY 24 thru FY 26	<ul style="list-style-type: none"> Conduct salary survey and develop plan to ensure justice staff have competitive wages compared to similar positions in the surrounding areas 	HR	
<ul style="list-style-type: none"> Facilitate implementation of Racial Justice Act 	FY 24-25 and ongoing	<ul style="list-style-type: none"> Create a position and hire an employee to focus on responding to motions regarding Racial Justice Act to ensure accountability in the criminal justice system 	HR/PD	
<ul style="list-style-type: none"> Provide halfway houses for the recently incarcerated 	2026, 2027	<ul style="list-style-type: none"> Modified hotels, Public Defender staffing inc. 	MCSO Health, Public Defender, Probation	2025, 2026

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none"> Develop/promote a countywide de-incarceration program/network of resources 	FY24-25	<ul style="list-style-type: none"> Incorporate the network of resources into the Sheriff's Office Jail Resource Center 	MCSO	
<ul style="list-style-type: none"> Develop a strategic path for Family Justice Center locations, funding, and partnerships 	FY 24-25 FY 26-27	<ul style="list-style-type: none"> Identify Public Defender as partner Apply for grants to obtain funding to cover the costs of renovations to expand the number of partners that will be able to provide services at the King City Family Justice Center Apply for grant funding to begin to develop a Family Justice Center in Seaside, to hopefully be partnered with DSS and other partners 	DA/Public Defender/Probation	
Other:				
<ul style="list-style-type: none"> Invest in technology to mitigate gaps of accountability and increase transparency in public safety 	FYs 24-25, 25-26, 26-27	<ul style="list-style-type: none"> Invest in county-wide law enforcement security camera system Phase 1 in FY24-25 MCSO Invest in multi-year growth of system as camera can be where deputies and officers can't be all the time 	ITD/MCSO	
<ul style="list-style-type: none"> Identify funding strategy for Broadway Family Connection Project (Seaside Social Services Building) 	FY 24-29		CAO/DSS/PWFP/DA/Library	
<ul style="list-style-type: none"> Complete street lighting installation, especially in disadvantaged communities 	FY 24 on	<ul style="list-style-type: none"> Review of Community Plans/Specific Area Plans Identify the need: is the purpose traffic safety, or a sense of public safety? Perform CEQA/NEPA environmental reviews Acquire permits as necessary Identify maintenance funding for the selected street lighting Identify funding for Construction Construct 	PWFP/HCD/CAO	

Goal 4

Diverse and Thriving Economy

Description: Attract and retain businesses that will improve the well-being of County residents.

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
Partnerships				
<ul style="list-style-type: none"> Work with local educational institutions to build a sustainable pipeline of students to become county workers 	FY 24-25 and ongoing	<ul style="list-style-type: none"> Yearly student intern day, CSUMB, MPC, Hartnell; student interns; campus job fairs Complete countywide internship/service-learning agreements/MOUs with all local high schools, community colleges, universities Create Countywide agreement or templates for Departments to participate as AmeriCorps or CollegeCorps service locations 	HR/MCOE WDB	
<ul style="list-style-type: none"> Create pathways for certification to operate new machinery/robots in agriculture; work with local industry and junior colleges 	FY 24-25 and ongoing		CAO - WDB	
<ul style="list-style-type: none"> Proactively engage with industry, agriculture, and tech to develop strategy to expand needed access to public utilities in creative ways, including state legislation 	FY 24-25 and ongoing		CAO – Ec Dev	
Business Attraction				
<ul style="list-style-type: none"> Analyze feasibility of Enhanced Infrastructure Financing Districts to expand infrastructure and attract businesses 	FY 24-25 and ongoing		CAO – Ec Dev	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none"> Develop processes to encourage self-owned local business; include seminars on how to become a small locally owned business 	Ongoing		CAO/WDB	
Other				
<ul style="list-style-type: none"> Open an Agricultural Commissioner satellite office in South County 	FY 24-25 and ongoing	<ul style="list-style-type: none"> Identify potential site locations Identify funding source 	Ag Commissioner/PWFP	
<ul style="list-style-type: none"> Develop/implement micro-loan program for entrepreneurship opportunities 	FY 24-25	<ul style="list-style-type: none"> Identify necessary resources Evaluate program implementation options 	CAO/WDB/Ec Dev	

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Goal 5

Dynamic Organization and Employer of Choice

Description: Employees feel valued and proactively engaged by an organization that is a great place to work, is financially healthy, and continuously improves.

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
Recruitment - Merit System Services				
<ul style="list-style-type: none"> Improve Military and Veteran Employee Recruitment and Retention 	FY 25-26	<ul style="list-style-type: none"> Update Military Leave and Veteran hiring policies Develop Military Spouse hiring program Apply for Skill Bridge Department of Defense Internship program (1 year) 	HR/DSS-MVAO	County Employee Survey on military and Veteran status w/ HRD pending approval
<ul style="list-style-type: none"> Revamp recruitment process with an easier application process, mobile application - and other innovative practices 	FY 25-26	<ul style="list-style-type: none"> Increase speed and efficiency of hiring process Reduction in time-to-fill by 20% Enable Departments to open a recruitment opportunity within 5 days to meet sudden needs or take advantage of local job fairs Conduct recruitment (application, screen, interview) on site in small communities to attract local candidates for smaller County facilities 	HR	In progress
<ul style="list-style-type: none"> Develop a dynamic recruitment and retention plan 	FY 25-26 thru FY 26-27	<ul style="list-style-type: none"> Reduction by 10% in 1st year then 15% in 2nd year Address labor shortage through recruitment fairs, coordination with schools and social media Attend at least 1 high school job fair per supervisorial district; attend MOC and Hartnell job fairs Evaluate opportunities to expand out of state hiring 		
<ul style="list-style-type: none"> Develop/implement a recruitment strategy for Gen Z (born mid-to-late 1990s to 2010s) and Gen Alpha (born between 2010-2025) - 	FY 25-26	<ul style="list-style-type: none"> Key advertising developed to be focused on that demographic 	HR	In progress
<ul style="list-style-type: none"> Review and plan transition from the Merit Systems Services (MSS) program hiring 	FY24-25 FY25-26	<ul style="list-style-type: none"> Transition from a MSS program hiring to an Approved Local Merit Systems (ALMS) County Update policies to align with MSS requirement and obtain support letter from the Board of Supervisors to proceed in transitioning to an ALMS County 	DSS/CSS/HR	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none"> Establish a military leave policy, veteran hiring policy, military spouse hiring program, Skill Bridge Department of Defense Internship program - 	FY 25-26	<ul style="list-style-type: none"> Ready Day 1 active-duty Spouse hiring Implementation of SkillBridge 	HRD/DSS-MVAO	In progress
Engagement & Support				
<ul style="list-style-type: none"> Ensure questions on employee engagement surveys are consistent for minimum of 3 years to evaluate changes because of County efforts 	Ongoing		HR	
<ul style="list-style-type: none"> Create new portal for completion of the Equal Opportunity Plan 	FY 24-25		CRO/HR	
<ul style="list-style-type: none"> Ensure all mandatory County training is available via the Learning Management System (LMS) portal 	FY 25-26	<ul style="list-style-type: none"> Promote interdepartmental collaboration and cross training (e.g., countywide leadership training) Reestablish and Leaning & Development division in HR 	HR	
<ul style="list-style-type: none"> Update bilingual pay stipend, remove difference between provisional and primary, increase stipend 	FY 24-25		HR	
Wage Studies and Financial Planning				
<ul style="list-style-type: none"> Develop financial policies that ensure long-term sustainability 	FY 24-25 and ongoing		CAO	
<ul style="list-style-type: none"> Establish an appropriate wage structure for all classifications 	FY 25-26 thru FY 26-27	<ul style="list-style-type: none"> Explore feasibility of implementing -broadbanding of job classes Conduct wage studies to ensure internal wage consistency Achieve market competitiveness, with no wage studies older than 5 years Reduce total number of job classifications 	HR	In progress - Timeline has been developed to catch-up on backlog
Succession Planning and Employee Resources				
<ul style="list-style-type: none"> Elevate, promote, and expand down payment assistance offered by Rural County Representatives of California and Golden State Finance Authority 	FY 25-26	<ul style="list-style-type: none"> Increase employee participation by 15% in year 1 	HR	

Key Objective	Fiscal Year(s)	Expected Milestones	Lead Department	Progress Report
<ul style="list-style-type: none">Develop an organization succession plan -	Ongoing		HR lead plus all departments	
<ul style="list-style-type: none">Create efficiency and effectiveness through innovation	Ongoing		All departments	

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