



County of Modoc Strategic Plan 2025-2027



VISION

The County of Modoc is a collaborative community where people, families, businesses, and government live, work, and thrive.

MISSION

The County of Modoc partners with our community to deliver financially sustainable services while adhering to the laws that promote healthy and safe communities, enhance economic vitality, and support Modoc's unique qualities.



Our Values

Our success depends on:

Accountability

Taking personal responsibility for the situation and demonstrating effective leadership are essential to achieving the County of Modoc’s vision and mission.

Citizen Focus

Valuing constituents by being accessible to the public and coworkers, delivering excellent services to residents with professionalism and courtesy, and maintaining the public’s trust and confidence.

Collaboration

Creating opportunities for employees to enhance services in the County of Modoc while working together with constituents, organizations, and local, regional, state, and federal agencies to achieve shared objectives.

Professionalism

Building and maintaining a diverse, highly skilled, ethical, and compassionate workforce.

Transparency

Maintaining trust by providing access to information and opportunities for public participation in the County of Modoc’s decision-making process.



GOAL: ACHIEVE AND MAINTAIN FINANCIAL STABILITY

Financial stability is a top priority for the County of Modoc. Over the years, the County has faced challenges such as the county hospital legacy debt. The County's most recent issues are the CalPERS Unfunded Accrued Liabilities (UAL) and Discount Rate. The County will address these issues through educational outreach to employees, other agencies, and the public.

1. OBJECTIVE: Continue to address county financial issues

ACTION A: Operate in a fiscally responsible manner while following state realignment requirements.

ACTION B: Explore and implement viable options to address the remaining hospital debt.

ACTION C: Implement financial systems for improved accuracy and transparency of information to the governing board, employees, and the public.

ACTION D: Review costs reasonably borne by the County of Modoc, update fees as needed, and seek alternative revenue sources to supplement existing streams. Involve relevant departments and the governing board in these efforts.

2. OBJECTIVE: Manage the CalPERS Unfunded Accrued Liability (UAL)

ACTION A: Develop a comprehensive Pension Funding Management Plan.

ACTION B: Develop an Internal Revenue Services (IRS) Pension 115 Trust and designate a custodian and consultant to manage the fund.

ACTION C: Analyze and provide a recommendation on separating the Superior Courts from the County of Modoc CalPERS Unfunded Accrued Liability (UAL).



GOAL: ADVANCE COUNTY GOVERNMENT

Providing excellent service is a priority for County of Modoc. The Board of Supervisors and County employees will continue to explore and identify opportunities to streamline county operations, enhance customer service, and improve public access to information.

1. OBJECTIVE: Comply with State-Federal laws and regulations

ACTION A: Conduct a systematic update to the County of Modoc’s code book to ensure compliance.

ACTION B: Conduct a thorough audit of the current website to identify gaps in compliance.

ACTION C: Leverage technology to meet state and federal requirements.

2. OBJECTIVE: Increase efficiencies through technological upgrades

ACTION A: Implement state-of-the art software to accomplish uniformity of county financial programs.

ACTION B: Implement a systems approach to technology to improve customer service and gain efficiencies by reducing redundant steps, automating routine tasks, and providing the public and employees with faster, more direct access to the services and information they need. This guiding principal will be used throughout the development of the following county priorities:

1) Website; 2) Budget Process; 3) Payroll Process; 4) Human Resources Process; 5) All County Systems.

3. OBJECTIVE: Enhance resources to provide superior interaction with the public

ACTION A: Provide training to employees on the importance of civil service, with an emphasis on professionalism and customer interaction.

ACTION B: Encourage departments to schedule staff coverage during lunch hours providing better service to the public.

ACTION C: Promote the democratization of information by elected officials and department heads to the public through digital experiences to enrich public services.

ACTION D: Expand and improve signage for county offices and public locations.



GOAL: PREVENT DRUG USE AND CRIME

Historically, the County of Modoc has been proud of its rural community status, which provided the public with a sense of security and comfort. The County recognizes the threat of drug use and crime to this sense of security. To address this issue, the County will host a joint meeting with partner agencies regarding crime and drug use to create a unified strategic plan for solving the identified issues.

1. OBJECTIVE: Develop a collaborative and cohesive approach for the prevention and reduction of drug use and crime in the County of Modoc

ACTION A: Appoint an Ad Hoc Committee of the Board of Supervisors.

ACTION B: Secure a trained facilitator to bring together justice system agency partners.

ACTION C: Identify, develop, and foster relationships with all partner agencies to form a Coalition for Crime and Drug Prevention in the County of Modoc.

ACTION D: Invite partner agencies to participate in the decision-making process through strategic planning sessions in which critical issues are identified.

1. Identify and develop strategies to address critical issues facing the County of Modoc.
2. Develop goals, objectives, implementation strategies, and a method to collect data for the creation of a strategic plan.
3. Develop a performance metric for each critical issue to measure the results.
4. Continue developing a comprehensive and collaborative code enforcement program.

ACTION E: Conduct an annual evaluation session to review the progress of justice system partners for the creation of an annual report to be presented to the Board of Supervisors on an assigned submission date.



GOAL: COUNTY WORKFORCE AND CULTURE

Communication and collaboration are essential for efficiency and productivity in any workforce. The County prioritizes team building, leadership training, policy education, and strategies for enhancing interdepartmental relationships to improve county government workforce and culture.

1. OBJECTIVE: Broaden workforce development to improve the communities we serve

ACTION A : Instill the mission, vision, and core values of the County of Modoc throughout the organization.

ACTION B: Publish tailored vision and mission statements created by each department.

ACTION C: Establish metrics to demonstrate the success of the workforce culture that may include: retention rates, satisfaction levels, shifts in workplace behaviors, interdepartmental collaboration, equality of opportunity, absenteeism rates, feedback from employee surveys, and performance metrics.

ACTION D: Develop a marketing strategy to attract qualified employees to the County of Modoc.

2. OBJECTIVE: Foster employee communication, recognition, and retention

ACTION A: Through the County intranet, implement an employee engagement platform and information hub for new and existing employees to provide resources from within the county and partnering agencies.

ACTION B: Utilize diverse communication tools to engage with employees and the public.

ACTION C: Organize networking activities for County employees to build collaborative relationships.

ACTION D: Foster an environment and culture of employee recognition.

ACTION E: Research and develop a strategy to strengthen employee retention.



COUNTY OF MODOC ACHIEVEMENTS

During the course of 2018-2023, the County of Modoc achieved the following actions related to the goals set by the Board of Supervisors. These actions contributed to achieving the County of Modoc's vision and mission.

ACCOMPLISHMENT: Operated in a fiscally responsible manner and identified options with the State Controller's Office regarding the remaining hospital debt.

ACCOMPLISHMENT: The County successfully worked with Assemblywoman Megan Dahle, to be included in AB-179 Act of 2022, which appropriated \$5,000,000 to the County for the Modoc Hospital Legacy Debt.

ACCOMPLISHMENT: Identified and secured alternative sources of revenue to enhance existing revenue streams.

ACCOMPLISHMENT: The County of Modoc operated in a fiscally responsible manner while educating employees on the difference between Restricted and General Funds.

ACCOMPLISHMENT: An Ad Hoc Committee was formed to address County planning efforts regarding CalPERS Unfunded Accrued Liability (UAL) and the County's financial status.

ACCOMPLISHMENT: The committee developed a methodology for smoothing the UAL costs, allocated and paid portions of the UAL costs, and increased legislative advocacy from the Board of Supervisors and the County Administrative Officer on the CalPERS UAL.

ACCOMPLISHMENT: Allocated and paid down the CalPERS Unfunded Accrued Liability (UAL). While progress has been made there is still more to be accomplished.

ACCOMPLISHMENT: Identified reorganizational opportunities within county departments.

ACCOMPLISHMENT: Updated the website to improve the public's understanding of the location of services provided by the county.

ACCOMPLISHMENT: Created an open exchange of ideas and information by holding quarterly Department Head meetings to develop a cohesive direction for the county.

ACCOMPLISHMENT: Develop a schedule and invitation for departments to participate in "Coffee with a Supervisor" to encourage Board/Employee interaction.

ACCOMPLISHMENT: Published a quarterly county employee newsletter.

ACCOMPLISHMENT: Developed and initiated an Employee of the Quarter/Year program.

ACCOMPLISHMENT: Developed a vision, mission, and core values for the County of Modoc.

Strategic Plan Road Map



The County of Modoc Board of Supervisors adopts a strategic plan that is used to help guide the future of the County and influence budget and policy decisions.

