

# Fresno County Board of Supervisors Retreat



October 19-20, 2017

facilitated and reported by  
Dr. Jackie Ryle

Board Chair Brian Pacheco called the meeting to order and at the request of Facilitator Jackie Ryle, participants introduced themselves including their role, total years in any type of public service, what they would like to see as the future of the County, and what they wanted as outcomes from this retreat. With some 225 years of combined public service, the participants gave the following responses to the questions:

***BEST OUTCOMES FROM THIS TIME TOGETHER***

(words of the participants, clustered by facilitator)

Reinforced collegiality  
Reinforce collegiality; be on the same page  
Know one another better  
Continue good relationships; get along  
Finding common ground; knowing one another; guidance to where we want to go  
Better appreciation for each others roles and responsibilities  
Better appreciation for roles and responsibilities; use available support services  
Stay here; make it useful; part of process of working together; opportunity for less formal discussion  
Identify common goals and themes  
Identify common goals; prioritize and focus  
Generate ideas

**OUR PREFERRED FUTURE OF FRESNO COUNTY, EXTERNALLY AND INTERNALLY**

(all responses listed in order of contribution; followed by summarized and clustered into external and internal)

Enhanced economic development; water and ag interests; largest medical employer; grow and evolve in our own unique, organic, authentic way

Economic stability; good reserve

Economic growth, tied to water; stable groundwater; things get done; morale is high; efficient and effective fiscal control and highly functioning departments

Departments thinking and working interactively, assisted by service departments

Go through evolution; more ag products - value added; Ag branding; diversify economy; partnerships with non profits and organizations; good leadership across the County; working together for solutions

Positive outcomes from all actions; better opportunities to recruit best staff for positions; employees feel valued

Remember where we come from; strong ag economic engine

County is the best it can be; culture of the Agency is positive; good departmental interactions; good leaders; good legal counsel; strong fiscal base; address capital needs; good facilities and working environment

Good cooperation in community as a whole; on going meetings

Deliver best possible service for our folks; culture of best customer service; make it about people with appreciation for diversity; work together for ideas and solutions, and implement them

Healthy positive environment; desirable place to work

## ***SUMMARIES OF RESPONSES***

### ***OUTCOMES FROM THE RETREAT***

Working together

Knowing one another better with appreciation; agree to disagree, agreeably

Set common goals with cross jurisdictional approach

Generate ideas

### ***PREFERRED FUTURE FOR THE COUNTY***

#### ***AS PROVIDER OF SERVICES***

(External)

County is the best it can be

Excellence is expected and rewarded

Good cooperation in community as a whole

Culture of customer service

Leadership in all aspects; proactive

Value for all people

Role clarity/board and staff

Strong fiscal base

Economic stability

Good fiscal controls

Strong effective economic development

Ag and water value add

#### ***AS A PLACE FOR PEOPLE TO WORK***

(Internal)

County is the best it can be

Excellence is expected and rewarded

Positive family-oriented culture

Clean facilities/healthy working environs

Culture of customer service

Value for all people

Role clarity/ board and staff

Effective department interactions

## ***REVIEW OF VISION AND MISSION***

### ***EXISTING VISION***

Fresno County, a premium quality of life county

### ***EXISTING MISSION***

To promote excellent, timely and beneficial public services to our diverse community with integrity and accountability

Facilitator Ryle suggested the strength of both statements are that they are highly inclusive, clear and brief. She added that effective mission statements typically would not exceed more than twelve words. She cautioned that mission statements often contain a large number of adjectives which add to length but not to the essence of the meaning, as well as descriptors of how to achieve the mission, and other terms better included in value statements.

There was brief discussion, with suggestion to consider adding terms such as commitment, family, values, quality, reflection, dynamic and welcoming.

One suggestion was Fresno County - a great place to live and work

The discussion was placed on hold pending the discussions, and brought back on day two of the retreat.

#### **PUBLIC COMMENT:**

Radley Reep stated he had hoped to hear a desire for the public to understand the Board better; that he would like to see it be very welcoming for citizens who approach the County. With regard to vision and mission, he suggested both are tied together and should work well together, adding that goal setting is the right time to test the vision and mission.

There was brief discussion, during which the question arose as to why the Board members ran for office, with the following responses:

Improve relations between the City and County - Supervisor Borgeas  
Knew I could do it; to provide fix where needed and raise standard of service -  
Supervisor Mendes

Preserve ag way of life - Supervisor Pacheco

Provide and model servant leadership - Supervisor Magsig

Improve older areas; improve overall region; bring in business for good paying jobs -  
Supervisor Quintero

#### ***PRIORITY AREAS FROM DISCUSSION IDENTIFIED AS:***

STRENGTHEN AND EXPAND ECONOMIC DEVELOPMENT

Example: Business parks

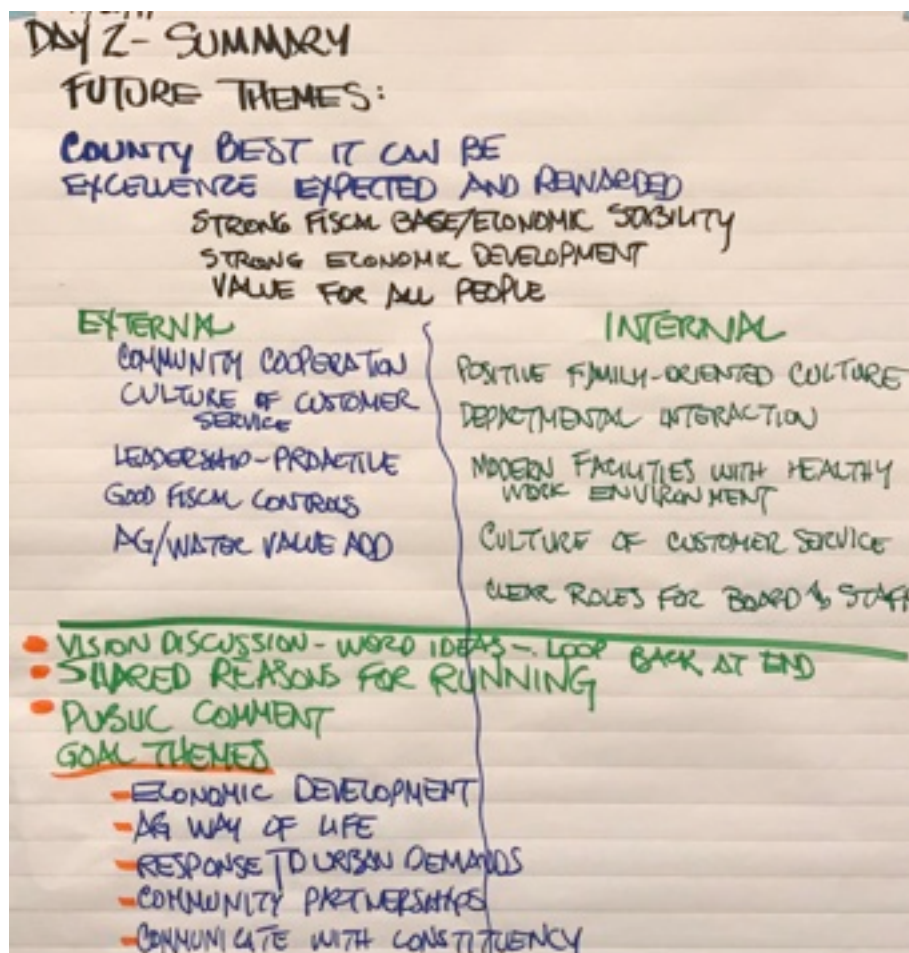
PRESERVE AG AS A WAY OF LIFE

RESPOND EFFECTIVELY TO URBAN DEMANDS

STRENGTHEN COMMUNITY PARTNERSHIPS

EFFECTIVE COMMUNICATION WITH CONSTITUENCY

DAY TWO - October 20, 2017



Facilitator Ryle recapped the work of the previous day, as shown in the above illustration, and checked in with the participants on how they were feeling about the retreat to this point with the following responses:

Covered good points  
Better than thought it would be  
Covered more than expected; good content  
Covered more than expected  
Good  
Good goals; working together well  
Need to spend more time on Ag way and Urban demands  
Need to spend more time on Ag way and Urban demands  
Not sure of where are going; agree with above  
Good start  
Like to see an action agenda come out of this retreat

There was consensus to begin with discussion relating to preserving ag way of life and responding to urban demands, and participants were asked to identify what the two have in common. Consensus for **commonality and interdependency** reflected in:

Land use interests

Stewardship; getting the most from land without destroying it

Water

The charge to the County to be receptive to both

Provision of jobs

Provision of social services in urban and rural areas, and how they are delivered

Issues around public safety

People live in both and draw from both

Both have permanent crops

Respect for land use rights

Shared issues, problems, and needs of residents; sometimes by degree

Both are business-minded

Participants then reflected on **uniquenesses and differences**, in context of proximity as a primary issue: Board history of Ag mindset was cited as a context issue

#### **URBAN**

Maximization of infrastructure; **compact, concentrated**; density, electricity, law enforcement, parks, roads, etc.

Mindset

Higher engagement in community, both actual and potential

#### **AG**

**Spread out** facilities, structures, infrastructure, services, residences

Mindset

Greater independence

Government viewed as not helpful or supportive

Facilitator Ryle posed the question, given the above, how the Board can best serve the needs of the entire County, with dialog captured as the following responses:

**INFORMED AND KNOWLEDGEABLE** as possible, to make the best most informed decision to advantage the entire County

Inventory of existing land, develop needs and possibilities, for upgrades, refurbish, build, without encroaching on ag land; industrial infill

#### **WATER ISSUES**

Focus on developing new sources of water

Review regulations - Groundwater Stabilization Act

Efficient and timely processing of applications

Preservation efforts and consolidation issues

## **ECONOMIC DEVELOPMENT**

Work with EDC for best marketing of industrial properties  
Look at use of CBDG funds in context of this discussion

## **RELATIONSHIP WITH CONSTITUENTS**

Effective, equal regard for and treatment of all residents and constituents in all areas  
Effective communication with all constituents, based on genuine interest in having informed residents

## **INCREASED LEADERSHIP PROFILE**

Representation on Great Valley Partnership (as an example)  
Identify and agree on priorities (to direct consultants and lobbyists for most effective outcomes in the context of goals, and to make best informed decisions)

Brief discussion; contract monitoring and compliance to Audit Committee

## **BREAK**

Following the break, it was agreed that the balance of the time in the retreat would focus on:

Agree on general goal themes  
Review Guiding Principles  
Reflect on Vision and Mission  
Set Next Steps

## **AGREED UPON GOAL THEMES**

numbered for the purpose of identification, not priority

**GOAL ONE: KNOWLEDGEABLE AND INFORMED BOARD** for best practice and decisions

Follow through by staff as directed by Board

## **GOAL TWO: WATER RELATED MATTERS**

Inform, develop and continue strategies and tactics  
Put together informational report for board to keep full Board informed - on going

## **GOAL THREE: ECONOMIC DEVELOPMENT**

**GOAL FOUR: RELATIONSHIP WITH CONSTITUENTS** - Communicating and working equally with all constituents; message that the Board represents ALL residents in the County

### **GOAL FIVE: INCREASED LEADERSHIP PROFILE**

Partnerships; communications; working together because are all in it together;  
Taking the lead as a policy driven institution; identify, plan, implement, review and  
plan in collaboration with all our cities

These goal themes will be refined into goals with specific, measurable objectives through the development of tactics, timelines and assignments. A follow through strategy will be developed and implemented.

### **GUIDING PRINCIPLES**

Existing Guiding Principles were reviewed, and after discussion, the following were eliminated as being clearly redundant or obvious, or covered elsewhere. The position of the Board was that the Principles should be focused and followed.

Fact-based decision making  
Truth Telling  
Commitment to resolving conflict  
Conflict of interest

Staff will re-type and disseminate the new set.

### **VISION AND MISSION**

There was additional discussion in light of the discussion throughout the retreat, and by consensus:

The **vision** was condensed to read:

*“Working together for a quality of life for all”*

The **mission** was revised to read:

*“To provide excellent public services to our diverse community”*

### **DESIRED OUTCOMES**

Facilitator Ryle reviewed the interests expressed for the outcomes of the retreat, and it was agreed that all had been addressed.

### **NEXT STEPS:**

Notes of this session transcribed and submitted to the County within a week  
Goal statements will be refined by staff  
Bernice and Jeannie will develop process for developing strategies and tactics  
Staff will re-do Guiding Principles, as well as Vision and Mission, for general dissemination



**PUBLIC COMMENT:**

Radley Reep stated the goal setting and solutions seem short term and he would like to see much longer range, citing water as an example. He said he did not hear discussion about working closely with cities to be certain that plans match, particularly as relates to impact of strip zoning. He stated he would like to see discussion of this in terms of any existing example, projecting far into the future. Upon question, he did not have example to cite.

**ADJOURNMENT** - Session adjourned at 11:20 A.M.