

# PLUMAS COUNTY CALIFORNIA Administrative Officer



**TO:** Honorable Chair and Board Supervisors

**FROM:** Debra Lucero, CAO

**MEETING DATE:** January 7, 2025

**SUBJECT:** CAO Report 11/1/24 – 11/30/24

## NOVEMBER CONFERENCES

11/12-15 – Travel to Monterey CALPELRA HR Conference



### CALPELRA - Creating Teams in Challenging Times - Nov. 13, 2024

Change teams if players do not leave their egos on the doorstep to create a team - Dominique Dawes, 1996 Gold Medal Gymnastic Winning team.

#### What Challenges are we facing?

- Lack of staffing/support
- Lack of resources
- Feeling of being unheard
- Feeling of being unappreciated
- Lack of commitment
- Lack of ability
- Retention/attrition
- Conflict
- Different personalities

- Lack of trust
- Gossip
- Lack of morale - impact energy going away; call-outs; folks wanting to take leave; can happen when folks are checked out.
- Collectively deal with trauma since COVID. Shut down the entire world for a little bit and isolated. Then we had to come back to work. See conflicts increasing. Little things are becoming big things. It's anticipated this will happen more. Do we have a program in place to address conflict, gossip, etc.?

### **Losing the Locker Room**

- What does it look like?
- Loss of morale and motivation
- Loss of trust and questioning credibility of leaders
- Blaming others and not addressing issues
- Disengagement - doing the bare minimum; unmotivated
- Lack of ownership (refers to the whole team) and responsibility for the team.

### **What is the vision? What is the goal? What are we all moving toward?**

### **How do we lose?**

- Poor or inexperienced management/supervision
- Unclear expectations
- Disconnect between staff and leadership
- Questionable intentions and ethics
- Inconsistency
- Lack of accountability
- Ineffective communication

We would of, could of, should of, all the time ...

Lift your heads up and look around the room; be grateful that we're going through a sad moment with all these other folks. I promise you there is something worse than being sad. It's being alone and being sad. Be a goldfish (animal with shortest memory)

### **Facts**

Employee retention:

- Companies that regularly engage in team building have a 36% higher employee retention rate.
- Employees who feel connected to their team are 55% less likely to look for other jobs.

Productivity:

- Connected teams see a 20-25% increase in productivity.
- Employees who work collaboratively stay at their tasks 65% longer.

SmartFun Training and Development, University of Pennsylvania

### **Ways to win?**

- **Build strong leadership** - people who inspire others; people who articulate the “why” to the team; people who model the culture and work ethic you want on the team; people who understand their limits and find strength in others - *Leadership is diving for a loose ball, getting the crowd involved,*

getting other players involved. It's being able to take it as well as dish it out. That's the only way you're going to get respect from the players - **Larry Bird**. (Show up early; stay later with the rookies to make sure that the team saw him being the first one there and the last one out. Big role model - even after he was a big star.)

- **Build a strong bench** - people who are eager to learn and grow; people who represent perspectives and strengths that you do not have on your leadership team; people who are high performers who just need more development and experience; people who can step in and is invested in supporting the team vision. *Andre “Iggy” Iguodala is the only player to win an NBA Finals NBA Award as a player coming off the bench. Becky Hammond is the first woman ever to assist and step in as an NBA Coach.*
- **Build competence and confidence** - build up individuals from a strength-based approach; train staff in their work, refresh competency; provide the proper tools and coaching; recognize good work; give opportunities for people to succeed; celebrate success.
- **Build trust** - tell the truth; be transparent; engrain integrity into the culture; walk the talk - can over commit like one-on-one; follow up; do the right thing even when no one is looking (people may respect you but not like you) - *The strength of the team is each individual member. The strength of each member is the team (everyone has to bring something to the game). ” - Phil Jackson*
- **Build a common vision and goal** - define and communicate your vision as a team; the vision must lead everything or it means nothing; make sure everyone knows their role and how it impacts the team “the why” - what is it you do for the team?; define what you are striving for; what outcomes are you focused on. What do we really want at the end? What is the dream goal? What’s the worst case scenario? What are the outcomes? We need to talk about this more?
- **Culture of Accountability** - address mistakes with a focus on fixing and learning; remove fear that someone will lose their job from a mistake; model accountability; talk as a team about how you will do things differently; understand the impact of what not resolving issues will be; be consistent on how you handle mistakes.
- **Build Team and Relationships** - give everyone on the team voice and membership; bring energy to meetings, team events; focus on early adopters (the ones with more social currency), not arm crossers; enlist staff with social impact to lead activities (ask questions like “dream vacations”; keep it simple, experiencing something together doesn’t have to be complex.

#### **Build-A-Team - Randy Posh (author)**

- Assess your current health
- Address existing issues
- Create a vision and goal
- Communicate the vision
- Focus on the outcome

#### **An employee led group focused on:**

- Recognizing employees
- Promoting Plumas County pride in the workplace
- **Celebrating kindness and empathy for community and for each other - thank you notes for people in the various departments**
- Celebrating and honoring public service
- Recognizing our diverse workforce

#### **Who will be part of your work tree?**

## **CALPELRA Gen Z - Nov. 13, 2024**

Gen Z wants to:

- Be rewarded
- Be safe
- Believe
- Belong
- Become
- Be fun

- Have to remove toxic people from the organization. This generation will just leave without you knowing.
- One-on-one meeting with everyone in their staff - supervisors. Carve out that time and stay religious to that time.
- Job shadows
- How to do research - deep data dives - teach out to decipher what's true, not just AI
- Resiliency training - give people more coping skills

### **Leadership Challenges we need to change**

- Care more about the success of employees than your own projects or resume building concepts
- 7-1 ratio - counter-balance with seven positive feedback if you give one negative comment.

## **CALPELRA - Mastering the Art of Evaluation: Drafting & Delivering Effective Performance**

Nov. 14, 2024

Exceptionally skilled in motivating her staff. She has developed a weekly check-in with each of her team members. Her engagement was particularly important during the pandemic. Julie leads by example. She speaks to people with respect. She leads by example.

Switch away from rating from every aspect. Moving toward an overall concept or scrapping the rating system all together. Not as traditional: reducing the number of topics; more thorough explanation of what it is and a big box for writing.

MEMO - a year in review. Tied historically or emotionally to the rating system. Particularly if the rating system is not standard across the board.

Some evaluations are negotiated with bargaining units. Challenge is that it covers so many classifications. Everybody typically gets a 5% raise but then what encourages a higher raise for exceptional performance.

The desire to create a new evaluation tool is really necessary. Different evaluations across the entire organization. **WHAT ARE OUR'S? WHAT IS IN THE MOU?**

Create an evaluation work groups from both unit and labor reps. What's my COLA or MERIT increase going to be?

If you make changes to evaluation or process, make notes on what changed. We don't want the evaluation to be used for legal purposes.

## QUESTIONS

- What can supervisors do when employees make excuses for behaviors?
- How do you encourage employees and managers that a satisfactory rating is not a "C" rating?
- How would you explain what this rating means? Collect evaluations from each department. No correlation to ABCDEF to 54321. Celebration in a 3 performance.
- What have you seen as the most successful when an evaluation is contested?

## How to Deliver the Evaluation:

- In person might be better to deliver bad news
- Zoom
- Telephone can often be one-way - typically for hybrid schedule or remote workers; need an engaged employee; flexibility with this format.

## Where have you noticed challenges?

### **Delivering an Evaluation:**

- Be prepared (review evaluation before, remind yourself of specific examples)
- Be focused and attentive (no looking at phone, computer)
- Engage the Employee (talk with, not at)
- Be Thorough (don't just address the good stuff)
- Keep Eye Contact and staying calm is important; try to just think of it as another conversation.
- Listen (very important; one under appreciated aspect - listen carefully and respond in REAL time - two-way street; what they do well and where they can improve; might get resistance. Pause. Listen. Especially if it starts getting combative. Trying to take a higher road in interactions)
- Answer Questions - set guardrails, building roads to improvement.
- Ask of there is anything you can do to help them improve and be successful
- Can we agree that you have a challenge ... what can you do to solve it? Pinning some employees to accountability is never going to happen. Need to get buy-in from the employee.
- Want to maintain a balance; not to turn it into 9 examples of issues - can we agree that you have issues turning work in on-time. Try not to re-hash the past - try to touch base on the ultimate conclusion - the problem - impacts on others - be specific and clear without being harsh.

- This is an interactive process. We are trying to improve performance. Try to offer the hand with direction, guidance and honest feedback. Document how things are received.

## Art of Changing Behavior

Inclining employee cooperation for change:

- Get employee recognition of the performance problem (standard and specific incidents)
- Get employee acknowledgement of the need to correct the problem
- Recognize
- Appreciate
- Acknowledge
- Respect

We all can read. Meeting about the evaluation should be additive. The employee is trying to wiggle out of the examples. With respect to timeliness, what do you think you can do better. Don't try to win the argument. On the topic of BLANK; what could you do better. Would you do anything differently. Get focused on the issue. Get the employee to identify one way they can improve.

## Framing your Message

*How to say it is as important as what to say.*

Difference between demanding change and influencing change - YOUR TONE MATTERS

Biggest accomplishment

What are you proud of?

What were your goals

What are your goals for next year?

Body language and tone are more important than words.

Actual words (including when to listen)

## KEY POINT

Listening and summarizing is critical for an evaluator/supervisor who wants to influence change in performance.

## ROLE PLAY EVALUATION SCENARIO

What went well?

What missteps did the supervisor make in delivering this part of the evaluation?

## FRIST Elements - For Evaluations & Discipline

**F = Facts** (what Happened - be specific)

**R = Rule** (what rule was violated - policies, contracts/collective bargaining, job descriptions, handbook or other legal requirements (fed/state/local law). We have a protocol of when you're going to be late. Also want to include prior rule violations of the same or similar nature (whether discussed orally or addressed in writing)

- Shows a pattern/recurrence, failure to make an effort to correct and a supervisor's awareness of the continuing problem)

**I = Impact** - what harm was done? Substantiate the seriousness of the employee's deficient conduct as if communicating with someone who may not understand the true impact of their actions, behavior or words, i.e., do not assume conclusion is obvious, explain. Tell who/what was impacted and how; consider the degree of public notoriety "bad press" bad reviews; if conduct is abstract, add facts - think about operations, liability, reputation & public image; employee's professional image; other employees; clients/public. Describe the harm that was done? Show the connection between the conduct or performance to the job. Shows the seriousness of the employee's conduct by including the overall context

**S = Suggestions/Directives** - help and improve their behavior and performance; be clear, be specific, offer suggestions, recommendations, reasonable

**T = Termination**

Expectation moving forward.

Sometimes, supervisors get a little personal. If there is visual evidence, attach it; show version 1 and the ultimate product (assessment process).

Be specific in language.

Well documented

**CALPELRA Workshops attended included:**

- Conducting Personnel Investigations: Finding the Facts
- Common Brown Act and PRA Issues for HR and Labor Professionals
- Legal Strategies
- What is considered free speech?



# 130TH ANNUAL MEETING

## LOS ANGELES COUNTY

### NOVEMBER 18-22, 2024

## CSAC Conferences and Events

The Annual Meeting was held November 17-22, 2024, in Los Angeles County.

**CSAC Conference 2024 Annual Meeting Policy Committee Packets and Other Meeting Materials**  
**Administration of Justice:**

[Administration of Justice Policy Committee Agenda Packet](#)

**Agriculture, Environment & Natural Resources**

[Agriculture, Environment & Natural Resources Policy Committee Agenda Packet](#)

- [CSAC Insurance Working Group Policy Principles](#)

**Government Finance & Administration**

[Government Finance and Administration Policy Committee Agenda Packet](#)

[GFA Policy Committee Presentation](#)

**Health & Human Services**

[Health and Human Services Policy Committee Agenda Packet](#)

- [Health and Human Services Platform Chapters Tracked Changes](#)

[CalHHS and HCD Prop 1 Implementation Presentation](#)

[FFA Insurance Crisis Presentation](#)

[First 5 California Presentation](#)

**Housing, Land Use & Transportation**

[Housing, Land Use and Transportation Policy Committee Agenda Packet](#)

- [Future-Proofing Transportation Funding: Finding a Sustainable Replacement to the Gas Tax Presentation](#)
- [Advanced Clean Fleets \(ACF\) Regulation Overview Presentation](#)
- [County of Ventura Fleet Services Presentation](#)

## Workshops

[CSAC Workshop - Navigating Challenges for FEMA Reimbursement](#)

[CalAIM JI Workshop Packet](#)

[DHCS CalAIM JI Presentation](#)

## Miscellaneous

[Program](#)

## GRANTS MANAGER

- Tribal Broadband Access Meeting in Trinity County – October 29 (see write-up below)
- Participated in Chamber Coalition meeting
- Attended the 2024 Building Rural Economies Housing and Urban Development Convening in Globe, AZ hosted by Rural Community Assistance Corp (see below for writeup)
- Attended Plumas County Coordinating Council as staff (scribe) and provided meeting minutes
- Regular admin work on programs (Sierra Buttes Trail Stewardship, Opioids, BRE, policy review, account creation) including reports, presentations, and action item follow ups
- Continue to follow (webinar and publications) of the SDEP Implementation and DE Capacity Grant Program Briefings

### **Tribal and Rural Broadband Access Meeting in Trinity County – October 29**

The North State Planning and Development Collective, in partnership with the Nor Rel Muk Wintu Nation, hosted an in-person event focused on broadband access in rural and tribal lands. Representatives from tribes, local and state government, ISPs, and other stakeholders were present for critical discussions on broadband equity, particularly in rural areas that have had challenges with broadband deployment. Topics discussed included barriers to deployment, upcoming broadband projects near Tribal lands, affordability and digital equity, cultural monitoring, and Tribal access to Middle Mile. The meeting was sponsored in part by CPUC Equity and Access Grant Program and the California Employment Training Panel.

### **2024 Building Rural Economies Housing and Urban Development Convening**

Theme: Building Capacity for a Brighter Future

Location: Cobre Calley Center for the Arts: Globe, AZ

Date: Wednesday – Thursday, November 13-14, 2024

On behalf of the yet to be hired Community Coordinator, Zachary Gately attended the 2024 BRE HUD Convening. Plumas County has been working with Rural Community Assistance Corporation (RCAC) over the past year to begin implementation of RCAC's BRE program, with the final agreement in place as of September 03, 2024. The focus of the work will be on RCAC's Smart Growth program in both Quincy and Chester. BRE's Smart Growth focus builds the capacity of local partner organizations to identify, plan and implement catalytic community economic development projects. The community workshops, training and technical assistance BRE staff provide throughout this process empower partner organizations and their communities to build economic resiliency and create long-term sustainability.

Day One focused on reviewing the BRE program and how the federal monies reach the rural communities for these programs, highlights of work from the previous and current cohorts, as well as discussion and a tour with City of Globe Staff, as they participated in this program back in 2018.

Day two focused a bit more by BRE track, concentrating networking and activities of participants based on what focus their communities were implementing. For example, in the Smart Growth group, we discussed current projects, the BRE “Recharge Our Community’s Economy” workshop format and tools, as well as dream projects, challenges, and community integration.

### **Highlights of this convening:**

**1. We need to understand why we are here.** Often work (particularly local government) is explained using the “what” and the “how” but often the “why” is left out of the conversation. Why are we investing in economic development? Examples were given from “Start with Why” by Simon Sinek. When “why” is understood and defined, it helps everyone involved (in our case employees, administrators, elected officials, and community members) make better decisions at all levels because the same goal is the foremost thought for everyone involved. With the absence of a strategic plan for Plumas County, it can be difficult for all levels to be on the same page for investing into the county.

**2. It can happen here.** In Globe, the city passed a 1% sales tax excluding food. They also have worked with Gorman & Company to turn their abandoned high school into a downtown 55+ housing community, retaining much of the character of the building (see a short video [here](#)). They co-located an emergency center with the pool facilities to create a safe multi-use family center that can be utilized for sheltering events or other in hazardous situations. RCAC Staff that worked on the initial project in 2018 in Globe were amazed and stunned at how busy the downtown was during the Convening. Prior there may have been one to two cars parked per block downtown in comparison to when we were on our tour, it was very difficult to find parking in the downtown area at 4 pm.

**3. Community trust is important.** This did not happen overnight in Globe but through a strong administration that took the time to work on strategic plans, improved communication to residents, and remind the community of their wins, the community trust has increased significantly.

## **RISK MANAGEMENT**

Planning meeting for Active Shooter Drill – Chester High School

G191 ICS/EOC Interface

Disaster Response & Recovery Training – VOAD

Red Cross Coordination Meeting

DR-4301 Meeting

Hazard Mitigation team meeting

Red Cross Coordination Meeting

Dixie Fire Coordination Meeting

VOAD Meeting

CNRFC/DWR webinar – storms

Plumas County Drought Meeting

Access & Functional Needs meeting

Hazard Mitigation team meeting

CNRFC/DWR webinar – storms

Hosted a webinar for Fire Chiefs regarding flood supplies

DR-4301 webinar closeout meeting

Cal OES OA Summit

Cal EOC 360

Planning Meeting Active Shooter Drill – Chester  
DR 4308 webinar closeout meeting  
BSIR Webinar  
PG&E Regional Meeting  
Fire Safe Board Meeting and Council Meeting  
Plumas County Drought Task Force  
DR-4301 meeting  
Multi-Jurisdictional Hazard Mitigation Plan – special district meeting  
DR-4301 meeting  
Multi-Jurisdictional Hazard Mitigation Plan – Meet w/City of Portola  
Earth Ex Drill  
Coordination w/Plumas County Social Services – planning/inventory  
PCMC  
DSR Safety meeting  
BOS meetings  
County Hearing test coordination.

## **CAL-OES UPDATE**

11/4 – Planning meeting for Active Shooter Drill – Chester High School  
11/6 – Tri-Health Care Coordination Meeting  
11/7 – G191 ICS/EOC Interface  
11/8 – Disaster Response & Recovery Training – VOAD  
11/13 – Catastrophic Incident Planning workshop  
11/15 – Red Cross Coordination Meeting  
11/19 – DR-4301 Meeting  
11/19 – Hazard Mitigation team meeting  
11/20 – Access & Functional Needs lead meeting  
11/20 – Red Cross Coordination Meeting  
11/20 – Dixie Fire Coordination Meeting  
11/20 – VOAD Meeting  
11/21 – CNRFC/DWR webinar – storms  
11/21 – Plumas County Drought Meeting  
11/21 – Access & Functional Needs meeting  
11/22 – Hazard Mitigation team meeting  
11/22 – CNRFC/DWR webinar – storms  
11/22 – Hosted a webinar for Fire Chiefs regarding flood supplies

## **OTHER CAO MEETINGS/ACTIVITIES**

11/1 – PCMC Meeting  
11/1 – Plumas Labor Check-In  
11/4 – OpenGov Weekly Check-In  
11/5 – Agenda Review  
11/5 - BOS Meeting  
11/6 – Pre-Application Sierra Pacific Industries - Planning  
11/7 – MRG Weekly Check-In  
11/7 - Nakoma Tourism Meeting with County Chambers  
11/4 – Viewpoint Shoot in Plumas County

11/12-15 – Travel to Monterey CALPELRA HR Conference  
11/17-22 – Travel to Pasadena CSAC Conference  
11/25 – Grant Manager Check-In  
11/25 – Clerk of the Board Check-In  
11/25 – HR Check-In  
11/26 – HR/Social Services Check-In  
11/26 – HR Meeting

## TRANSIENT OCCUPANCY TAX (TOT) REPORT

Granicus generated the following reports:  
October 2, 2024 so it can be compared to November 2, 2024 report.

**OCTOBER 2, 2024**

### Monthly status report

Report for Plumas County, CA (Plumas County, CA) generated on October 2, 2024.

**423**  
Properties in or near Plumas County, CA

**355**  
Properties in or near Plumas County, CA with address identified

**157**  
Compliant Short Term Rentals

**189**  
Non-compliant properties

**77**  
Properties with unknown compliance

**214**  
Properties that have received letters since first mailing

**121**  
Properties that have received letters and are now compliant

**93**  
Properties that have received letters but are still non-compliant

**NOVEMBER 2, 2024**

### Monthly status report

Report for Plumas County, CA (Plumas County, CA) generated on November 2, 2024.

**437**  
Properties in or near Plumas County, CA

**372**  
Properties in or near Plumas County, CA with address identified

**162**  
Compliant Short Term Rentals

**201**  
Non-compliant properties

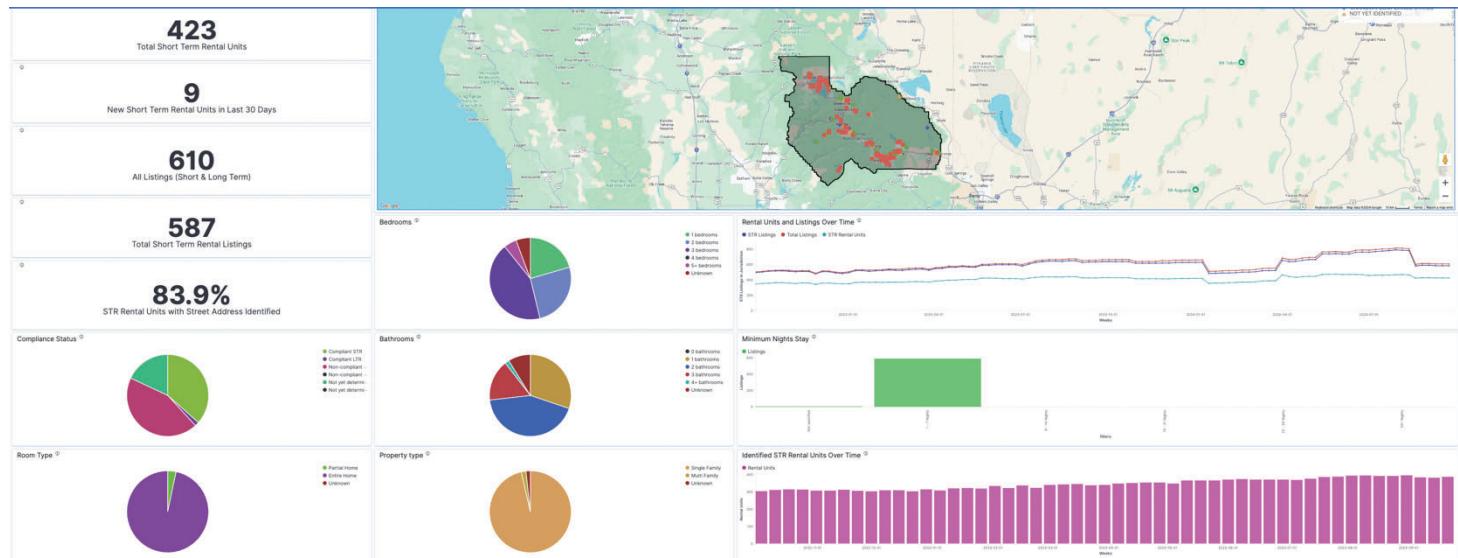
**74**  
Properties with unknown compliance

**215**  
Properties that have received letters since first mailing

**120**  
Properties that have received letters and are now compliant

**95**  
Properties that have received letters but are still non-compliant

## OCTOBER 2024



## NOVEMBER 2, 2024

