



Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 8: Provide fiscally sound, dynamic and responsive services

Meaning
(expanded definition of goal)

County employees are enthusiastically engaged in providing the services that customers need, in a financially responsible manner.

Key Concepts (Actionable items reflected in meaning)

Fiscally sound services

Services provided financially sustainable

Dynamic services

Services adapted to changing conditions while remaining consistent with best practices

Responsive services

Empowered and valued employees proactively serve customers

Objectives (Described as outcomes)

- A. The cost of providing current and future services is recognized and fully recovered or funded with reliable revenue sources
- B. Operating resources and assets are organized in such a way as to optimize their performance
- C. The management structure reinforces fiscal accountability, provides transparency and supports performance-based management

- D. Service outcomes measured and shared with other agencies to ensure coordinated progress toward achieving County strategic goals
- E. The ability and readiness to continue services and adapt is maintained through regular assessment and mitigation of short-term threats and long-term trends
- F. The types, levels and quality of services are periodically evaluated and realigned to address long-term needs and conform with best practices

- G. The value of County services is regularly monitored, maintained and communicated to customers and the public
- H. Employees are empowered and valued
- I. Employees proactively work to find solutions for customers
- J. A One-Stop-Shop Customer Service Center is created to establish a centralized customer service center for permitting, development projects and related regulatory services

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. The cost of providing current and future services is recognized and fully recovered or funded with reliable revenue sources</p> <ul style="list-style-type: none"> • Develop procedures/guidelines to ensure correct costs of providing services are calculated and used in decision-making, rate setting and financial planning (2014-15) • Develop revenue strategy to increase revenue sources and maximize collection in concert with economic development and shared services effort (2015-16) • Project costs and revenues over ten-year horizon based on financial environment analysis and devise strategies to address financing gaps (2015-16) • Update and implement financial policies to support financial sustainability (complete) • Assess and restructure financial management to support financial sustainability using the GFOA Financial Management Model (complete) • Develop a method for the County to recover pension and OPEB costs from external funding sources (2014-15) • Develop a modern tax-sharing model to guide revenue sharing with the County's incorporated cities for future service costs associated with annexations. (2014-15) 	<ul style="list-style-type: none"> • There is no deficit in the County annual baseline budget 	<p>Auditor County Administration Departments</p>
<p>B. Operating resources and assets are organized in such a way as to optimize their performance</p> <ul style="list-style-type: none"> • Develop capital improvement plan to ensure that infrastructure is optimally maintained (2014-15) • Develop succession plans for key functions to minimize disruptions following separation and retirement (2014-15) • Assess performance of core information systems that support financial accountability and sustainability and plan to upgrade to maintain high performance (complete) • Develop long-term human resources plan to ensure that positions are staffed with qualified personnel (2014-15) • Develop training plan requirement for positions to keep staff knowledge and skills up to date (complete and ongoing) • Explore ways to engage finance staff in support of operational decision making (complete) 	<ul style="list-style-type: none"> • The capital improvement plan is maintained and up to date • Users of core County information systems are satisfied • County employees feel engaged 	<p>General Services County Administration Human Resources Department Auditor Information Technology</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>C. The management structure reinforces fiscal accountability, provides transparency and supports performance-based management</p> <ul style="list-style-type: none"> Update and implement policies to support fiscal accountability (budget and financial reporting, auditing & accountability) and performance-based management (complete) Assess and modify management practices to support countywide fiscal accountability and performance-based management (2014) 	<ul style="list-style-type: none"> Independent audits of the County yield no major audit findings Performance measures indicate progress toward goals according to the Tactical Plan 	<p>Auditor County Administration</p>
<p>D. Service outcomes are measured and shared with other agencies to ensure coordinated progress toward achieving County strategic goals</p> <ul style="list-style-type: none"> Implement performance measurement tiers 1-4 countywide to measure value of county services (2015-16) Develop guidelines to measure outcomes regularly to ensure they are consistent with County Strategic Plan (complete) 	<ul style="list-style-type: none"> The effectiveness of all major services is assessed by performance measures that are based on outcomes 	<p>County Administration County departments</p>
<p>E. The ability and readiness to continue services and adapt is maintained through regular assessment and mitigation of short-term threats and long-term trends</p> <ul style="list-style-type: none"> Identify major countywide trends in customer needs and operating environment and develop strategies to adapt (2015-16) 	<ul style="list-style-type: none"> All County departments update their long-term operating plans annually 	<p>County Administration County departments</p>
<p>F. The types, levels and quality of services are periodically evaluated and realigned to address long-term needs and conform with best practices</p> <ul style="list-style-type: none"> Require departments to review type and level of services at least triennially and realign them to ensure optimal mix consistent with long-term needs (2015-16) 	<ul style="list-style-type: none"> Services provided by key departments are adjusted periodically to reflect long-term plans 	<p>County Administration Key operating departments</p>
<p>G. The value of county services is regularly monitored, maintained and communicated to customers and the public</p> <ul style="list-style-type: none"> Adopt standards for financial services (complete) Define Public Value and integrate into the County's strategic plan (2015-16) 	<ul style="list-style-type: none"> Value of key County services is regularly assessed and communicated to stakeholders 	<p>Board of Supervisors County Administration Auditor</p>
<p>H. Employees are empowered and valued</p> <ul style="list-style-type: none"> Modify County Values to recognize the value and importance of employees in achieving strategic goals (complete) Institute employee satisfaction as a goal in every county department (2013-14) Develop avenues to engage employees (individually and in group) in the creation of goals and values (complete) 	<ul style="list-style-type: none"> Employee satisfaction as evidenced by survey 	<p>County Administration Human Resources</p>

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>I. Employees proactively work to find solutions for customers</p> <ul style="list-style-type: none"> • Employee core competencies include customer service (complete) • Create pathways for employees to become empowered to serve customers with minimum red tape and by involving the customers (complete) 	<ul style="list-style-type: none"> • Customer satisfaction surveys show positive feedback • Key operating departments conduct customer outreach to better understand customer needs and pre and post surveys show improved satisfaction. • Customer outreach and customer satisfaction training is offered to county employees • Employees are trained to understand and implement proactive solutions for customers 	<p>County Administration Key operating departments Human Resources</p>
<p>J. A One-Stop-Shop Customer Service Center is created to establish a centralized customer service center for permitting, development projects and related regulatory services</p> <ul style="list-style-type: none"> • Integration of Environmental Health in Planning and Public Works operations to implement One Stop model (complete) 	<ul style="list-style-type: none"> • Environmental Health is combined with the Department of Planning and Public Works to create a One-Stop-Shop for improved coordination and customer service, single point of contact, reduction of duplicative efforts and greater consumer confidence 	<p>Environmental Health Planning & Public Works</p>

Key Concepts: Provide fiscally sound, dynamic and responsive services

Financial Sound

Full Cost Recovery

Optimum Utilization of Assets

Fiscal Accountability

Dynamic

Progress Toward Goals

Adaptability

Optimum Service Mix

Responsive

Value to Customers

Employees Empowerment

Pro-Active Solutions