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

**Goal 1: Advance innovation**

<table>
<thead>
<tr>
<th><strong>Meaning</strong></th>
<th><strong>Key Concepts (Actionable items reflected in meaning)</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Continuous quality improvement</strong></td>
<td><strong>Core competency standards</strong></td>
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<tr>
<td>To push for, or introduce, something new that will improve outcomes and top-quality service delivery</td>
<td>Defining the desired staff skills and building the organization around them is the best way to achieve goals</td>
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<td>An organization can better serve if it is willing to continuously evaluate and improve its services and organizational processes</td>
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<th><strong>Partnerships</strong></th>
<th><strong>Improve technology and tools</strong></th>
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<tr>
<td>Internal and external partnerships and teams bring new perspectives and ideas to problem solving</td>
<td>Up to date, data-driven systems and equipment are imperative for staff productivity, service delivery and outcome measurement</td>
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<th><strong>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</strong></th>
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<tr>
<td>A. Customer satisfaction is improved by analyzing and altering work flow to maximize effectiveness and efficiency</td>
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<td>B. The organization embraces change to serve our customers more effectively</td>
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<td>C. Staff skills are more concretely aligned with organization’s business needs</td>
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<td>D. An inventory of potential sharing opportunities and partners within the region is developed and maintained</td>
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<tr>
<td>E. Participation in professional organizations in every discipline is commonplace</td>
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<tr>
<td>F. Organizational responsiveness and effectiveness is improved through better communication and mobility</td>
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<tr>
<td>G. More services are available online both internally and externally</td>
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<tr>
<td>H. Desktop computers, major systems software and network hardware is kept up to date</td>
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<tr>
<td>I. Fiscal information is readily accessible through dashboard reporting countywide</td>
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<td>J. Human resource information management capabilities are more effective, available and intuitive</td>
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# Goal 1: Advance innovation

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<th>Objectives &amp; Implementation Tactics (expected completion date)</th>
<th>Measures of Success</th>
<th>Champions</th>
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| **A.** Customer satisfaction is improved by analyzing and altering work flow to maximize effectiveness and efficiency  
  - Develop standard approach for work flow improvement (complete)  
  - Create training program for staff on improvement process (2015-16)  
  - Ensure all future labor agreements contain consistent language that promotes change and flexibility (complete)  
  - Inventory business processes to analyze (complete)  
  - Implement annual employment and customer satisfaction survey to create organizational report card. (2015-16) |  
  - Cost savings (staff time and hard dollars) realized as a result of streamlining service delivery processes  
  - Customer satisfaction is measured and improves as a result of improved work flows | County Administration  
  Human Resources |
| **B.** The organization embraces change to serve our customers more effectively  
  - Adopt a change management model that provides a standard approach for how we implement and communicate major organizational changes (complete)  
  - Establish standard process for staff to recommend and participate in the development of new ideas (complete)  
  - Explore and incorporate best practices and stay abreast of recent research in every discipline (complete) |  
  - New ideas implemented result in savings or an outcome such as reduced recidivism, increased revenue, decreased County cost, etc. | County Administration  
  Human Resources |
| **C.** Staff skills are more concretely aligned with organization’s business needs  
  - Identify and define core competencies at all organizational levels (complete) |  
  - Employee evaluations at ‘meets’ or ‘exceeds’ standards based on core competencies | Human Resources |
| **D.** An inventory of potential sharing opportunities and partners within the region is developed and maintained  
  - Convene internal team, working with LAFCo, to identify shared services/resources/equipment across departments/organizations (complete)  
  - Develop model for shared resources and make recommendations for further exploration (complete) |  
  - New partnerships created result in increased revenue or decreased staff time/costs | County Administration  
  Shared Resources Team  
  LAFCo |
| **E.** Participation in professional organizations in every discipline is commonplace  
  - Identify appropriate organizations and budget for associated fees (ongoing)  
  - Encourage staff to join in existing forums/groups (complete)  
  - Identify gaps where participation does not exist (complete)  
  - Propose solutions to fill identified gaps with ‘wiki’ style collaboration tools or new user groups (complete) |  
  - New ideas/best practices considered/implemented as a result of increased staff participating in professional organizations  
  - New ideas submitted into Continuous Quality Improvement suggestion process | County Administration  
  Human Resources |
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| F. Organizational responsiveness and effectiveness is improved through better communication and mobility  
  - Replace antiquated voicemail system with unified messaging system (complete)  
  - Develop Mobile Computing Standards (complete)  
  - Create/deploy internal collaboration tools where staff can share information across departments (complete) | • Increased staff collaborating internally, using new tools for collaboration (i.e. cloud and information sharing services, etc.) | Information Technology |
| G. More services are available online both internally and externally  
  - Identify self-service as a priority in the IT Strategic Plan (complete)  
  - Inventory existing self-service opportunities in Yolo (complete)  
  - Compare inventory to other counties and municipalities to develop new self-service priorities (complete)  
  - Prioritize and recommend future self-service opportunities (complete)  
  - Participate in regional efforts to enhance broadband deploying and adoption in underserved areas (complete)  
  - Provide self-service opportunities to access Yolo County Archive information through digital means (2015-16)  
  - Develop digital preservation plan for Yolo County records (2015-16)  
  - Develop Paperless Court Document Submission portal (2014-15) | • New self-service projects implemented  
  • Savings in staff time or costs as a result of new self-service initiatives, i.e. online bill pay for fees and fines, completed | Information Technology |
| H. Desktop computers, major software systems and network hardware is kept up to date  
  - Develop funding model and ongoing replacement plan to ensure standards are maintained (complete)  
  - Develop hardware standards for PCs, servers, networking hardware, etc. (complete)  
  - Develop software lifecycle plan for all major systems (2015-16) | • Reduction in old hardware and software (i.e. PCs less than 4 years old) results in increased productivity | Information Technology |
| I. Fiscal information is readily accessible through dashboard reporting countywide  
  - Create Fiscal Needs Team (complete)  
  - Identify gaps in current financial system needs (complete)  
  - Provide recommendations to Board on solutions (complete) | • All fiscal needs identified in gap analysis met, including budget forecasting and management reporting | Auditor-Controller |
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| J. Human resource information management capabilities are more effective, available and intuitive  
  - Create cross-sectional team to examine human resource information management needs (complete)  
  - Develop business requirements for system (complete)  
  - Provide recommendations to Board on solutions (complete)  
  - Develop project plan for implementation (complete) | HRIS needs identified in gap analysis met through implementation of selected system and procedures | Human Resources |
Key Concepts: Advance innovation

- Leadership
- Culture Supportive of Change
- Public Outreach

- Training
- Professional Organizations
- Internal Collaboration
- Staff Skills Sets

- Data Accessibility
- Mobility
- Current Hardware and Software
- Funding