STRATEGIC PLAN

Fiscal Years 2023-2024
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**What is in the Strategic Plan book?**

The strategic plan is the long-term plan for county operations that spans multiple years. The strategic plan book encapsulates what county departments are doing to advance the strategic plan goals. Key focus areas, such as a competitive compensation strategy or safety and emergency preparedness, illustrate at a high level the activities planned to achieve each goal. Performance measures and objectives track those activities and are tracked in detail on the live, interactive [Strategic Plan and Department Performance](#) transparent web pages. This book contains information about the strategic planning framework, which includes all the synergistic components of the planning process ranging from vision to measuring performance. The county’s performance management process is explained in detail in this book complete with examples of how the three-step methodology works and how departments measure what matters.
### What is the Strategic Plan?

The actionable, transparent, and easy to understand tool used to ensure that the county is doing the right things to meet the needs of the community.

### What is the County's Vision?

Resilient, healthy, safe community with a vibrant economy rich in opportunities that provides the best quality of life now, and for future generations.

### What is the County's Mission?

Provide welcoming, professional, exceptional public service to the community we serve.

### What are the County's Values?

Ethical & Fiscally Responsible, Adaptable & Responsive, Work-Life Balance, Diverse Workforce, Transparent Communication.

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**How Did We Get Here?**

- **2012-2013**: County developed strategic plan and it was adopted by the commission.
- **2014-2015**: County conducted community survey and the plan was reaffirmed by the commission.
- **2016-2017**: County created office to focus on performance measures and strategic planning and launched transparent web pages and dashboards.
- **2018-2019**: Strategic plan updates presented to commission and conducted focus group to improve transparent web pages.
- **2020**: Presented strategic plan to the commission and received performance excellence awards from ICMA and GFOA.
- **2021-2022**: Built and implemented comprehensive strategic planning framework and improved web pages.
- **2023-2024**: Implementing strategic plan goals and focus areas.
### What is a Performance Measure?
A service performed by the county that strives to achieve targets and aligns to a strategic plan goal and business strategy.

### What is an Objective?
A short-term initiative, or project, with a beginning and end date, action steps, and a measurable target that aligns to the strategic plan goal and business strategy.

<table>
<thead>
<tr>
<th>Strategic Plan Goals</th>
<th>370 Total Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Accountability</td>
<td>122 Objectives</td>
</tr>
<tr>
<td>Public Safety</td>
<td>248 Performance Measures</td>
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<tr>
<td>Economic Vitality</td>
<td></td>
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<tr>
<td>Public Infrastructure</td>
<td></td>
</tr>
<tr>
<td>Community Health</td>
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</table>

Graph illustrates the count of all objectives and performance measures by strategic goal.
**Business Strategies**

**Increased Efficiency**
Doing things in the right manner. Is efficiency increased by doing work faster, with fewer resources or less overtime?

**Cost Avoidance/Risk Mitigation**
Are risks being mitigated? Are costs being avoided?

**Innovation**
Are processes and technologies being used to do things differently, implement new ideas, or enhance services?

**Transparency**
Is visibility enhanced? Is there transparency?

**Increased Effectiveness**
Doing the right things. Is effectiveness increased by eliminating errors or better meeting the public need?

**What is a business strategy?**
Business strategies answer the why and explain how targets are set to achieve the results ensuring the county is measuring what matters.

Graph illustrates the count of all objectives and performance measures by business strategy.

- **Increased Efficiency**: 86
- **Cost Avoidance/Risk Mitigation**: 59
- **Transparency**: 54
- **Innovation**: 27
- **Increased Effectiveness**: 144
Transparent, accountable delivery of quality services

Building trust with the community is very important to the county. Transparent use of taxpayer dollars is a key element to building and maintaining that trust. Strategic planning is the tool used to ensure the focus is on the priorities. Performance measures and objectives serve to hold the county accountable in providing the highest quality level of service. Government accountability is a strategic plan goal that impacts all aspects of county operations. Key focus areas in this goal range from ensuring competitive compensation strategy for employees, to ensuring customer needs are met through adequate staffing, to investing in employees through training and internships. Fiscal and strategic alignment ensures tax dollars are used to achieve priorities. This goal is also striving to develop county leaders along with providing diversity, equity and inclusion for all residents of the county.

What are we Doing to Enhance Government Accountability?

<table>
<thead>
<tr>
<th>Accounting and Budget</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide county departments with grant opportunities</td>
<td>Develop classification and compensation structure</td>
</tr>
</tbody>
</table>

**Performance Measures**

- **FY23 Target**
  - **Accounting and Budget**: 200
  - **Human Resources**: 60

**Objectives**

- **FY23 Target**
  - **Grant Opportunities**: 200
  - **Project Complete**: 60

- **FY24 Target**
  - **Grant Opportunities**: 200
  - **Project Complete**: Complete

**Depicted Departments**

- Accounting and Budget
- Human Resources

**SWOT Responses**

- 93 Performance Measures
- 31 Objectives
- 60 Department SWOT Responses

**Tracked by**

- 25 Departments
Key Focus Areas

Competitive Compensation Strategy

- Competitive pay for recruitment & retention
- Classification & compensation structure
- Career path
- Incentive based pay

Adequate Staffing

- Succession planning
- Additional staffing to meet county needs
- Qualified workforce
- Strong work culture & great place to work

Fiscal & Strategic Alignment

- Synergize strategic & financial planning
- Communication & outreach
- Leveraging financing alternatives

Investing in Employees through Internships & Training

- Career path for interns
- Collaborate & expand mentoring programs
- Train workforce on essential functions

Leadership & Diversity, Equity & Inclusion (DEI)

- Leadership & innovation
- Ensure diversity, equity & inclusiveness

Strategic Plan Framework

- Our Why
- Our Vision
- Our Values
- Our Mission
- Our Focus Areas
- Our Strategic Goals
- Our Current Situation
- Our Objectives & Needs Listing
- Our Action Items
- Performance Measures
Meeting community behavioral health needs & safety of residents

Safety of all residents is paramount as evidenced by the heavy focus on safety and emergency preparedness by county departments. Public safety staffing and wellness, along with providing programming such as animal adoption awareness, will serve to ensure a safe and well functioning community. A strong focus on expanding and ensuring awareness of behavioral health services, along with ensuring a strong link between behavioral health services and public safety services, further ensures the safety and health of county residents. Improving jail outcomes is another key focus area with programs designed to reduce recidivism as well as recruiting and retaining to ensure a safe and secure jail.

What are we Doing to Enhance Public Safety?

Emergency Communications

Answer 911 emergency calls (tier 2) within 20 seconds

- FY23 Target: 97% of Calls Answered
- FY24 Target: 97% of Calls Answered

Animal Care

Develop a career path for officers

- FY23 Target: 40% of Program Complete
- FY24 Target: 50% of Program Complete

What are we Doing to Enhance Public Safety?
Key Focus Areas

Safety & Emergency Preparedness

• Adequate resources for emergencies
• Prepare for future disasters
• Responsiveness & safety culture

Public Safety Staffing & Programming

• Recruit & retain public safety staffing
• Animal adoption, wellness & programming
• Well-being of public safety officials

Expand Behavioral Health Services

• Staffing & skill building
• Enhance awareness & partnerships
• Maximizing integration with public safety

Improve Jail Outcomes

• Inmate programming to reduce recidivism
• Secure & safe jail
• Recruit & retain to ensure safe jail operations
Investing in changing lives & promoting health

The health of the community is a strategic plan goal that prioritizes providing diverse recreation opportunities by expanding and maintaining access to cultural amenities, parks and open spaces. This goal supports the vision of the county to provide the best quality of life to current and future generations. Likewise, community housing is focused on providing affordable housing and rental assistance while leveraging community partnerships to achieve housing for residents in need. All members of the community ranging from school aged children to seniors are served under this goal with programming as well as by providing indigent and community health services.

What are we Doing to Enhance Community Health?

<table>
<thead>
<tr>
<th>Office of Senior and Senior Services</th>
<th>Unclaimed Indigent Cremation Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain high participation rate for in person programs and sponsored senior activities</td>
<td>Update legislation for Indigent cremation/burial to clarify and create efficiencies</td>
</tr>
<tr>
<td><strong>FY23 Target</strong></td>
<td><strong>FY23 Target</strong></td>
</tr>
<tr>
<td><strong>80</strong> % of Participation Rate</td>
<td><strong>75</strong> % of Project Completion</td>
</tr>
<tr>
<td><strong>FY24 Target</strong></td>
<td><strong>FY24 Target</strong></td>
</tr>
<tr>
<td><strong>85</strong> % of Participation Rate</td>
<td>Complete % of Project Completion</td>
</tr>
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</table>

Performance Measures

6 Objectives

20 Department SWOT Responses

Tracked by 7 Departments
Key Focus Area

Diverse Recreation Opportunities

- Expand public access to cultural amenities
- Ensure maintenance resulting from expansion

Community Housing

- Affordable housing through partnerships & rental assistance
- Increase professional staff for housing needs

Senior Programs

- Ensuring senior needs are met with programs & staffing

Engaged Learning Opportunities

- Expand community school outreach & operations

Indigent & Community Health Services

- Increase access to indigent services
- Increase community health
Public Infrastructure

Improve & support quality of life by providing necessary technology, transportation, drainage & facilities infrastructure

Public infrastructure is a strategic plan goal that is highly focused on modernizing technology to increase customer reach ranging from systems used to serve county residents to connectivity for residents throughout the county. Improving the county’s cybersecurity posture is another key focus area in this strategic plan. Safety and needs of county residents are enhanced by having a viable facility and fleet infrastructure. Quality of life for county residents remains the focus as evidenced by sustainability planning for future generations and is achieved with long term planning. This goal also focuses on energy efficiencies in county operations.

What are we Doing to Enhance Public Infrastructure?

Parks, Recreation & Open Space

- Plant trees in area parks and open space properties

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY23 Target</td>
<td>FY23 Target</td>
</tr>
<tr>
<td></td>
<td>FY24 Target</td>
</tr>
<tr>
<td># of Trees Planted</td>
<td># of Trees Planted</td>
</tr>
<tr>
<td>90</td>
<td>90</td>
</tr>
<tr>
<td>75% of Project Complete</td>
<td>25% of Project Complete</td>
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</table>

Court of Wills, Estates & Probate

- Implement video functionality for department to interact with constituents

<table>
<thead>
<tr>
<th>FY23 Target</th>
<th>FY24 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% of Project Complete</td>
<td>25% of Project Complete</td>
</tr>
</tbody>
</table>
Key Focus Areas

**Modernize Technology**
- Increasing Customer Reach
- Modernize legacy systems
  - Maintain & upgrade existing systems
  - Introduce new technologies & systems to improve employee productivity
- Improve connectivity
- Increase customer reach & interactivity

**Viable Facility & Fleet Infrastructure**
- Meet fleet needs
  - Optimizing public buildings
  - Facility expansion to meet the needs of the community

**Sustainable Planning**
- Long term planning
  - Energy efficiencies

**Improve Cybersecurity Posture**
- Improve cybersecurity posture of the county
Thriving, livable community with diverse economic opportunities

Economic vitality of the community helps to ensure that residents can find suitable and sustainable employment and that businesses can grow and thrive. The focus in this strategic plan of achieving this goal is to expand economic development resources along with engaging the community to ensure businesses have access and understand services provided that include economic incentives. Quality of life initiatives and supporting local culture and art also serve to make the county a more desirable place to live.

What are we Doing to Enhance Economic Vitality?

<table>
<thead>
<tr>
<th>Community Engagement</th>
<th>Economic Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Host art engagement and education activities</td>
<td>Develop Regional Economic Development program</td>
</tr>
</tbody>
</table>

**FY23 Target**

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY23 Target</td>
<td>FY23 Target</td>
</tr>
<tr>
<td># of Activities</td>
<td>% of Project Complete</td>
</tr>
<tr>
<td>6</td>
<td>50</td>
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</table>

**FY24 Target**

<table>
<thead>
<tr>
<th>Performance Measures</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY24 Target</td>
<td>FY24 Target</td>
</tr>
<tr>
<td># of Activities</td>
<td>% of Project Complete</td>
</tr>
<tr>
<td>6</td>
<td>50</td>
</tr>
</tbody>
</table>
**Key Focus Areas**

**Regional Economic Development**
- Collaborate & expand economic development resources

**Engage Community**
- Ensuring business or residential community has access to & understanding of services

**Support Local Culture & Art**
- Expand events & opportunities

**Quality of Life**
- Improve quality of life
- Improve zoning
Effective strategic planning guides an organization into the future. Residents of the county expect their local government to have a strategic plan. Leading practices from professional organizations such as Government Finance Officer's Association (GFOA) and International City/County Management Association (ICMA) also recommend strategic planning that is aligned to fiscal processes. The county's strategic plan is built on the tenors of being actionable, transparent, accessible, and easy to understand and use. The Strategic Plan Framework used by the county, as facilitated by the Operations Excellence Office, is composed of several interconnected elements:

**OUR WHY:**
- Vision establishes the intended future of the county
- Mission articulates the basic purpose of the county
- Core values create standards to accomplish the mission and vision

**OUR WHAT:**
- Assess the current situation is strengths, weaknesses, opportunities and threats (SWOT) analysis that analyzes the factors influencing the potential success or failure of achieving the mission and vision
- Strategic goals are major milestones towards accomplishing the mission and vision
- Focus areas capture high-level priorities for achieving each strategic plan goal

**OUR HOW:**
- Objectives are the projects and initiatives that establish the outcomes and achieve the focus areas
- Actions items are the tasks to be performed to deliver on the objectives
- Performance measures use data to track progress and effectiveness
The vision, mission and core values were developed through conversations with county leadership, elected officials and county staff. Each participant completed a two-part activity consisting a free form brainstorm alongside a voting activity. The voting activity contained a listing, as gathered by the Operations Excellence Office research team, of key words and phrases used in the vision, mission and values by high performing cities and counties. The Operations Excellence Office gathered, consolidated and synthesized over 300 responses to build the new mission, vision, and values which was ultimately presented to leadership for finalization. Additionally, department mission statements were analyzed to ensure alignment with the updated countywide vision, mission and core values.

**What we aspire to become**

**Vision**

A vision is a statement of what an organization intends to become. It is inspirational and aspirational. It should challenge employees. It should be more idealistic, capture hopes and ambitions, and should directly appeal to the residents.

**Vision Statement**

Resilient, healthy, safe community with a vibrant economy rich in opportunities that provides the best quality of life now, and for future generations

**Why we exist**

**Mission**

The mission articulates the basic purpose of the organization. It is the concise explanation of reason for existence.

**Mission Statement**

Provide welcoming, professional, exceptional public service to the community we serve

**How we conduct business**

**Core Values**

Core values guide decision making for the organization, county employee workforce, and leadership. They establish the standard against which actions are assessed and provide an internal framework that leadership models.

**Core Values**

- Ethical and Fiscally Responsible
- Adaptable and Responsive
- Work-Life Balance
- Diverse Workforce
- Transparent Communication
Conduct SWOT Analysis to Assess the Current Situation

The current situation was assessed by conducting an enhanced strengths, weaknesses, opportunities and threats (SWOT) analysis with participation from county leadership, elected officials and departments. The SWOT was used to understand what is going well, not going well, opportunities and challenges, and more importantly what each participant thought could be done to prepare. The responses were synthesized and aligned to the strategic goals and further grouped to establish the focus areas, which are the priorities for the strategic plan. In addition, the Operations Excellence Office met with county leadership individually to establish priorities related to their areas of responsibility and aligned their current and new objectives with budgetary needs.

Align Leadership Priorities to the 5 Strategic Plan Goals
Responses from the strengths, weaknesses, opportunities and threats (SWOT) analysis and leadership priorities were used to develop focus areas for each strategic plan goal. There are 22 focus areas under the five strategic plan goals as developed from 176 consolidated department SWOT responses that were synthesized from over 600 individual detailed responses to the SWOT questions.

- **Government Accountability**
  - Transparent, accountable delivery of quality services
  - Competitive Compensation Strategy
  - Adequate Staffing
  - Fiscal & Strategic Alignment
  - Investing in Employees through Internships & Training
  - Leadership & Diversity, Equity and Inclusion (DEI)

- **Community Health**
  - Investing in changing lives & promoting health
  - Diverse Recreation Opportunities
  - Community Housing
  - Senior Programs
  - Engaged Learning Opportunities
  - Indigent & Community Health Services

- **Public Infrastructure**
  - Improve & support quality of life by providing necessary technology, transportation, drainage & facilities infrastructure
  - Modernize Technology
  - Increasing Customer Reach
  - Viable Facility & Fleet Infrastructure
  - Sustainable Planning
  - Improve Cybersecurity Posture

- **Economic Vitality**
  - Thriving, livable community with diverse economic opportunities
  - Regional Economic Development
  - Engage Community
  - Support Local Culture & Art
  - Quality of Life

- **Public Safety**
  - Meeting community behavioral health needs & safety of residents
  - Safety & Emergency Preparedness
  - Public Safety Staffing & Programming
  - Expand Behavioral Health Services
  - Improve Jail Outcomes
The Operations Excellence Office works with leadership, elected officials and departments throughout the year to track objectives, which are projects that departments are working on to achieve the strategic plan focus areas and goals. The Operations Excellence Office works closely with budget align objectives with budgetary impacts. Action items show how the objectives are tracked to completion, while performance measures track results from objectives and services provided by departments.

Presentation of Strategic Plan as Aligned to the Budget

Presentation of the strategic plan to the commission occurs once county leadership, elected officials and departments have reviewed and agree with the plan. Strategic planning occurs in conjunction with budget development to ensure alignment of fiscal resources with priorities. County management is committed to updating the plan regularly. The Operations Excellence Office guides the county through the strategic planning process and is responsible for the tracking of the resulting objectives and performance measures on the transparent website.
Measuring what matters is the priority of the performance process. Measures focus on what is meaningful to the department, such as areas they want to improve and monitor or areas of interest from their customers. The Operations Excellence Office guides departments through a three-step methodology to ensure the county is tracking measures that tell the story for each department.

Departments start with building a **foundation**, which includes a well-defined mission statement and listing of services. The Operations Excellence Office works with all departments and elected officials to ensure mission and services are understandable and illustrate how the department or elected office supports the community.

After the foundation is in place, the Operations Excellence Office works with all departments and elected officials to develop performance measures and objectives as part of the two-year performance cycle. That performance **framework** aligns the mission and services to performance measures and objectives.

The Operations Excellence Office **analyzes & reviews** performance data on an on-going basis with departments and county leadership to track progress towards achieving the strategic plan. All information is updated regularly on the live, interactive transparent web pages and dashboards.
Establish relationships with subject matter experts and provide training on data tracking and performance measurement.

Analyze trends by tracking actuals in comparison to targets.

Conduct performance meetings with departments and county leadership to discuss variances from targets and create steps to get back on track as needed.

Conduct industry research of peer performance measures to provide guidance to departments, analyze industry standards, and recommend quality measures.

➢ Mission statements answer, “Why do we exist?” explaining who we serve, what we do, and why we do it.

➢ Services address “What do we do?” and are phrased in a simple understandable way beginning with an action word and ending with the thing we do; and support the county’s mission and strategic plan goals.

➢ Meet with departments to assess the current situation conducting a strengths, weaknesses, opportunities and threats (SWOT) analysis to aid in understanding issues and develop priorities.

➢ Meet with county leadership to develop and understand priorities and projects planned to achieve their priorities while ensuring alignment to the budget.

➢ Develop performance measures and objectives that align to strategic plan goals, key focus areas, and establish targets to achieve leadership priorities.

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➢ Develop performance measures and objectives that align to strategic plan goals, key focus areas, and establish targets to achieve leadership priorities.
Build Foundation starts with the question: Why do we exist? This question is answered by all departments in their mission statement. The mission statement for each department should describe its core purpose in relation to how the department serves the community to achieve the county’s mission and the priorities outlined in this Strategic Plan. Mission statements should be easy to understand, actionable, answer who they serve, what they do, and why they do it. The Operations Excellence Office conducts a mission statement analysis to identify the key components of a department’s mission statement and address the gaps.

Mission Statement Analysis

The Procurement and Business Services Department continuously strives to deliver the highest level of customer service to user departments and vendors while ensuring purchases and vendor payments are in alignment with state statutes and that solicitations are transparent, fair and competitive while providing the utmost value to maximize public funds.

Is it easy to understand?
• Review overall impact of current mission statement
• Assign color status (red, yellow, green)

Does it answer "who"?
• Address who we serve
• Analyze internal/external customers

Does it answer "what"?
• Address each department’s purpose
• Summarize things we do and services we provide

Does it answer "why"?
• Address why we do what we do
• Summarize the reason we serve our customers

Does it have action words?
• Review for actionable wording to show what we are doing to support our customers

Responds to Mission Statement Analysis Questions

- Is it easy to understand? Yes
- User departments and vendors
- Purchases and vendor payments
- Maximize public funds, transparent, fair and competitive, alignment with state statutes and solicitations
- Deliver, ensuring, maximize

Deliver outstanding customer service to departments and vendors in transparent, fair and competitive solicitations, purchases and vendor payments that maximize the value of public funds.
The next question is: **What do we do?** Department responses to this question are used to describe the services they provide. Departments build a comprehensive, yet succinct and understandable, listing of services that can be easily understood by the community in terms of the impact to them. Department services typically correspond to the groupings on their departmental organization chart. Grouping services into sections summarizes major functions of each department. Services are used to drive the performance measures and objectives to ensure departments are measuring what matters.

**Services start with an ACTION WORD**

And ends with the THING you do

### Department Services Listing

#### Fleet and Facilities Department

- **Fleet**
  - Provides: Fleet management, full maintenance and repair services to county vehicles/equipment
  - Assist and Dispose: New vehicle/equipment acquisition and assist with disposing of decommissioned vehicles
  - Manage and Maintain: Fuel supplies and fueling locations

- **Facility Management**
  - Provides: Full-service maintenance and repair services to over 140 county owned facilities
  - Assist: County departments in researching and establishing space and function requirements for operations
  - Evaluate: All major systems at county facilities for replacement

- **Facilities Design and Construction**
  - Provides: Oversight of grants, administration, design and construction of new facilities or major renovations
  - Remodel: Crew performs larger in-house remodel and renovation projects
  - Coordinate: With building maintenance and the user department to make certain that all new building construction meets the highest of standards and that the space is efficient for the intended use

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**Department Example**

**Provide**

Fleet management, full maintenance and repair services to county vehicles/equipment

**Assist and Dispose**

New vehicle/equipment acquisition and assist with disposing of decommissioned vehicles

**Manage and Maintain**

Fuel supplies and fueling locations

**Provide**

Full-service maintenance and repair services to over 140 county owned facilities

**Assist**

County departments in researching and establishing space and function requirements for operations

**Evaluate**

All major systems at county facilities for replacement

**Provide**

Energy efficient upgrades to county owned facilities

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**Department Services Listing**

- **Fleet**
- **Facility Management**
- **Facilities Design and Construction**

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**Department Example**

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Fleet management, full maintenance and repair services to county vehicles/equipment

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**Department Example**

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**Provide**

Energy efficient upgrades to county owned facilities

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- **Fleet**
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- **Facilities Design and Construction**

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**Department Example**

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**Manage and Maintain**

Fuel supplies and fueling locations

**Provide**

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County departments in researching and establishing space and function requirements for operations

**Evaluate**

All major systems at county facilities for replacement

**Provide**

Energy efficient upgrades to county owned facilities

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**Department Services Listing**

- **Fleet**
- **Facility Management**
- **Facilities Design and Construction**

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**Department Example**

**Provide**

Fleet management, full maintenance and repair services to county vehicles/equipment

**Assist and Dispose**

New vehicle/equipment acquisition and assist with disposing of decommissioned vehicles

**Manage and Maintain**

Fuel supplies and fueling locations

**Provide**

Full-service maintenance and repair services to over 140 county owned facilities

**Assist**

County departments in researching and establishing space and function requirements for operations

**Evaluate**

All major systems at county facilities for replacement

**Provide**

Energy efficient upgrades to county owned facilities
Develop Framework

Once the foundation is built, departments develop the framework by assessing the current situation to determine priorities. County leadership provides guidance in determining priorities and budget alignment. Departments then determine which services to measure and plan their projects and initiatives to support the priorities. The Operations Excellence Office conducts an extensive review and analysis of measures to ensure county departments are measuring what matters, which is the theme of the performance program. To set departments up for success, Operations Excellence Office asks departments to consider three questions.

Measuring What Matters Questions

What do we want to improve for our customers?

What does the department want to improve about its services?

What do our customers need us to improve?

Brainstorming the three measuring what matters questions helps prioritize key metrics for each department.
Measuring What Matters

Using the three measuring what matters questions, departments apply the questions to their services to identify what is important, what needs to be improved, and what projects they are planning. Below is an example of aligning Fire & Rescue department priorities resulting from the measuring what matters analysis.

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is also conducted for each department to further determine priorities. Meetings with county leadership to develop and understand priorities and projects are conducted to ensure alignment to the budget. Finally, performance measures and objectives are developed to achieve leadership priorities.

**Measuring What Matters Analysis**

**Department Example**

**Fire and Rescue**

<table>
<thead>
<tr>
<th>What do we want to improve for our customers?</th>
<th>What does the department want to improve about its services?</th>
<th>What do our customers need us to improve?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Verifying that our response times meet the national standard</td>
<td>Measuring performance and verifying that we are up to date with the latest treatments and procedures for our patients</td>
<td>Transport critical trauma patients within 10 minutes</td>
</tr>
<tr>
<td>Offer citizen CPR program at community centers</td>
<td>Develop a strong working relationship with other providers in our area to ensure the best medical services for our constituents</td>
<td></td>
</tr>
</tbody>
</table>
Developing the framework continues with an in-depth analysis of departmental performance measures and objectives alongside a discussion of new objectives for the coming year. The Operations Excellence Office analysts evaluate the alignment of all performance measures and objectives to strategic plan goals, key focus areas, business strategies as well as analyzing trends, action plans, and industry research. This detailed analysis of each measure serves to provide the department with a clear picture on where there are gaps, if targets need to increase or decrease, and how measures compare to the industry. Below is an example of the Measure Analysis Activity for the Procurement & Business Services Department.

### Measure Analysis Activity

<table>
<thead>
<tr>
<th>Procurement &amp; Business Services</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Measure Category</th>
<th>Key Focus Area</th>
<th>Measure Statement</th>
<th>Strategic Plan Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who or what does this measure support? Categories include customer, process, people, and satisfaction.</td>
<td>What Focus Area does this measure support?</td>
<td>Is measure statement clear and concise?</td>
<td>What goal does this measure support?</td>
</tr>
<tr>
<td><strong>P117: Pay invoices within 30 days</strong></td>
<td><strong>Responsive Processes</strong></td>
<td></td>
<td><strong>Government Accountability</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Strategy</th>
<th>Trend Analysis</th>
<th>Action Plan</th>
<th>Industry Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>What business strategy does this measure achieve? This explains ‘why’ the measure is being tracked.</td>
<td>How is measure trending in comparison with target?</td>
<td>What adjustments need to be made to improve or get things back on track?</td>
<td>How does measure compare to what others in the industry are tracking?</td>
</tr>
<tr>
<td><strong>Increased Efficiency</strong></td>
<td><strong>On Target</strong></td>
<td></td>
<td><strong>Green Check</strong></td>
</tr>
</tbody>
</table>

Continue tracking, is there a process to help increase target

Support business community; monitor timeliness
Analyze and review performance is an on-going phase that is conducted throughout the year in tracking performance measures and objectives. Trends are analyzed in comparison with targets and action plans are discussed in meetings with the departments. This phase involves providing training and building relationships with departmental to subject matter experts to ensure engagement, understanding and that they are measuring what matters. The Operations Excellence Office conducts industry research of peer performance measures to determine how the department compares to their peers and helps to determine industry standards thus ensuring quality measures. There are several fun and interactive ways Operations Excellence Office maintains these relationships and incorporates an element of training into each encounter.

### Examples of Tools used for Performance Meetings

#### Performance Meeting Agenda

<table>
<thead>
<tr>
<th>What is the purpose of the meeting?</th>
<th>What is the Strategic Plan?</th>
<th>How to Prepare for the Meeting? Review these links:</th>
</tr>
</thead>
</table>
| Understand & align to Counts Strategic Plan | • Alignment & Terminology  
• Industry Analysis  
• Kahoot Performance Game | Department Performance Page & Measures  
Analyze & Review Performance  
Roles & Responsibilities Matrix |
| Analyze & review objectives and performance measures | Come prepared to…  
• Advise if issues & obstacles  
• Develop action plans  
• Provide data, monitor progress  
• Facilitate, inform and assist  
• Support measuring what matters | Things to Review After the Meeting…  
• Meeting Notes  
• Industry Summary Analysis |
| Who needs to attend? | Tell us about the Measure  
• Are we measuring what matters? Is this helping you do your job?  
• How are actuals trending? If not on target, what are the steps to get back on track?  
• Other analyst questions | Questions before Meeting  
Contact…  
• Veronica  
• Angela |
| DCM Director SMEs OEO All | | |

### Examples of Tools

- **Kahoot!**
  A fun and interactive online quiz game that reinforces training in a competitive environment for departments. Questions cover information about the strategic plan, how departments align to the strategic plan, and specific questions about their departmental measures and results.

- **Bitmoji**
  A fun reminder sent before the performance meeting. The Bitmojis are a cartoon characterization of the Operations Excellence Office team with examples of questions that will be asked during the meeting.
The Operations Excellence Office conducts industry research gathering peer performance measures to determine how the department compares to their peers which helps to determine industry standards to achieve quality measures. The industry research is provided to each department and discussed in the performance meetings. Example of the industry analysis for the animal care department is provided below. Other outcomes of performance meetings include validating accuracy of data, discussing trends, and developing action plans. The Operations Excellence Office develops and maintains web pages for each measure and creates interactive dashboards to analyze trends.

**Industry Research Analysis**

**Department Example**

**Animal Care Department**

**What are we tracking?**
- P314 – Increase volunteer participation
- P315 – Increase animals entering the foster care program

**What are our peers tracking?**
- Increase volunteer participation – City of Oklahoma, OK
- Increase animals entering the foster care program – San Antonio, TX

**Things that make you go Hmmm...**
- Provide education and resources to the public – Longview, TX
- Provide low/no cost vaccination clinics and spay/neuter services – San Antonio, TX
- Microchips Implanted – San Antonio, TX

**Shows**
- what the department is tracking
- what peer cities and counties are tracking as compared to what the department is tracking
- recommended measures for the department to consider tracking in the future
The strategic plan and performance management program is administered by the Operations Excellence Office with input and support from county leadership. Departments play an integral role in the strategic plan by ensuring that the county is “measuring what matters” and continuing to strive to improve services to better meet the needs of the community.

**Government Finance Officers Association** is a professional association servicing the needs of elected local, state, and provincial-level government officials.

**International City/County Management Association** is the world’s leading association of professional city and county managers and other employees who serve local governments.
## Acknowledgements

<table>
<thead>
<tr>
<th>Commissioners</th>
<th>Elected Officials</th>
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<tr>
<td>Adriann Barboa</td>
<td>Tanya R. Giddings</td>
</tr>
<tr>
<td>Walt Benson</td>
<td>Linda Stover</td>
</tr>
<tr>
<td>Debbie O’Malley</td>
<td>Cristy J. Carbon-Gaul</td>
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<tr>
<td>Steven Michael Quezada</td>
<td>Manuel Gonzales III</td>
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<tr>
<td>Charlene E. Pyskoty</td>
<td>Nancy M. Bearce</td>
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<tr>
<td></td>
<td>Assessor</td>
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<td>County Clerk</td>
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<td>Probate Judge</td>
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<td>Sheriff</td>
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<td></td>
<td>Treasurer</td>
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</tbody>
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### Leadership Team

| Julie Morgas Baca                     | County Manager                      |
| Shirley Ragin                         | Deputy County Manager of Finance    |
| Enrico Gradi                          | Deputy County Manager of Community Services |
| Lisa Sedillo-White                    | Deputy County Manager of General Services |
| Greg Perez                            | Deputy County Manager of Public Safety/Fire Chief |
| Elias Archuleta                       | Deputy County Manager of Public Works |
| Gregory T. Richardson                 | Metropolitan Detention Center Chief of Corrections |

### Special Thanks

Randy Landavazo: Photography