



2012 Strategic Priorities and Potential Action Items

Board of Supervisors Meeting
December 18, 2012

Background & Planning Approach

- Current 2008-2013 Strategic Plan ends June 2013.
- Board directed that the Strategic Plan be “updated”.
 - Cost effective and time efficient.
 - Existing strategic initiatives and goals are ongoing.
 - Personnel transitions occurring.

Background & Planning Approach

- The “update” planning assumptions:
 - Existing Mission Statement is appropriate.
 - Existing Business and Cultural visions and principles are appropriate.
 - Existing Strategic Initiatives and Goals are appropriate.
 - Any recasting should be done collaboratively with the new CEO.

Background & Planning Approach

- Sharon Browning & Associates retained as planning consultant – February, 2012.
- Planning input gathered – May through November, 2012, including:
 - Supervisor one-on-one interviews.
 - (5) half-day Department Head focus group meetings.
 - Departmental assessments of their respective strengths, challenges and top priorities.
 - Board and Department Head Workshop.

Planning Process

- Input analysis resulted in:
 - Clear Board/Staff perspectives on the appropriateness of the existing Mission, Vision, Values and Goals.
 - Well defined areas of Strategic Priorities.

Findings & Recommendations

- Strategic Priorities – New
 - Focus
 - Organization-wide thinking
 - Decision making
 - Resource allocation
 - Findings
 - 5 Strategic Priorities identified
 - Potential Action Items identified as a result of the Board/Department Head Workshop in November.

Strategic Plan Priorities

These five Priorities resulted from the planning process. They are priorities because they directly impact our ability to achieve the County strategic initiatives and goals:

1. Stabilize budget and prepare for contingencies.
2. Develop a competent and cost-effective technology model.
3. Succession plan and invest in workforce development.
4. Simplify/increase flexibility of administrative policies and procedures.
5. Address and fund agency infrastructure.

I. Stabilize budget and prepare for contingencies.

Potential actions include:

- **Inventory services that could be outsourced.**
- Define the minimum level of service for mandated services
- Determine the cost of each discretionary service (including “overmatch” and level of services above mandatory level)
- Review Department contingency plans and ensure the appropriate level of detail is included and presented to the Board as discretionary services are prioritized
- Encourage the development of departmental reserves

2. Implement a Competent and Cost Effective Technology Model

Potential actions include:

- a. **Conduct assessment on possible centralization of some or all IT services:**
 - **Application Services**
 - **Service Desk**
 - **Desktop Services**
 - **Server Management**
 - **Storage Management**
 - **Utility Services (email, Document Management)**
 - **Network and Voice Services**
 - **Project Management**
- b. **Implement Application Portfolio Management:**
- **Complete Application Inventory**
- **Document Criteria for Prioritization and Rationalization of Applications**
- **Work with Agencies to Establish Priorities for Critical Applications**
- c. **Complete developing IT Strategic Plan.**
- d. **Implement Enterprise Architecture:**
 - **Business Driven**
 - **Identify Share Services and Related IT Support**

3. Succession Plan and Invest in Workforce Development

Potential actions include:

- **Define “Succession Planning” and associated goals, including a format for planning**
- Review the current mechanisms for holding current managers accountable for their performance
- Develop assessment tools that can be used in recruitments to assess both technical and non-technical soft skills
- Develop a professional development program that includes both technical skills but also IQ, EQ, and CQ (character) attributes
- Develop a formal Countywide management rotational program whereby specific positions are identified for use in the program, and specific individuals are identified and chosen, based on aptitude and skill, for periodic rotation
- Revisit the use of working retirees in certain circumstances for the short-term (up to 6 month) for efficiency and cost-effectiveness. Such circumstances would include filling an assignment until a permanent replacement is found, or as a replacement is trained

4. Simplify and Increase Flexibility/ Adaptability of Administrative Procedures

Potential actions include:

- **Evaluate “hiring freeze” procedures**
- Provide the Board with more information and details regarding mandates and what they mean related to the risks to the county
- Develop incentives for departments to support centralized processes. For example, guarantees are in place to ensure the policies and/or procedures are actually more efficient; Identify standards and benefits
- Actively involve department heads in determining how the LEAN process will be fully implemented throughout the entire county organization and then engage County leadership in executing an implementation plan

5. Address and Fund Agency Infrastructure Needs

Potential actions include:

- **Real Estate:**

- **Centralize real estate management into the CEO's office; hire new leadership dedicated to this area**
- Actively manage real estate, going beyond inventories
- Develop and implement a facilities master plan

- **Infrastructure:**

- **Maintain existing infrastructure:**
 - Coordinate maintenance with real estate goals.
 - Develop and implement a risk-based priority approach for deferred maintenance

Identify new projects:

- Use the financial strategic planning process to determine priorities and funding for new projects

Next Steps

- A detailed planning process for each **bolded** Action Item will be provided to the Board within sixty days.
- These are items considered to be able to be accomplished within 3-6 months.