



Where are we going?

Have we met our goals?



How do we measure our success?

# Measurement Handbook



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## BOARD OF SUPERVISORS PRIORITIES OVERVIEW

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### **BACKGROUND**

The Board of Supervisors first adopted priorities on February 23, 1993. Priorities guide funding decisions and provide strategic direction to the County.

### **NEW FOCUS**

In 2005, three new areas were identified and incorporated into the priorities. They are: transportation, agriculture and strengthening partnerships between the County and the nine cities.

### **PRIORITIES**

On April 5, 2005, the Board of Supervisors adopted new priorities to establish the future direction of the County. The new priorities are:

*The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.*

*In collaboration with public and private partnerships we strive for:*

- *A safe community*
- *A healthy community*
- *A strong local economy*
- *Effective partnerships*
- *A strong agricultural economy/heritage*
- *A well-planned infrastructure system*
- *Efficient delivery of public services*

### **GOALS**

Goals were developed to support the Board priorities and to ensure successful implementation of the priorities. Goals clarify the priorities and action plans to indicate how success will be measured. Goals also provide a basis for measuring and accelerating progress.

## **PRIORITY MEASURES**

An essential component in defining expected levels of performance is the identification of measurement criteria to assess each department's progress toward the attainment of the Board Priorities. Actual measures for expected performance levels will be defined for the next ten years.

## **PRIORITY TEAMS**

Each Board Priority will have a team comprised of various departments.

## **GOAL CHAMPION**

Champions were selected for each goal and teams were created for some of the goals. The goal team determines the measures for each goal and presents them to the Board for adoption. Once adopted, they are responsible for implementing the goals and measuring their success.

## **GOAL TEAMS**

In some instances, Goal Champions have recruited other individuals to assist them in the selection of measures for the goal. The role of the Goal Team member is to provide additional input to the team. Some Goal Team members will assist the Goal Champion in the implementation of the goal. Some Goal Team members limited their participation to the selection of the measures and are not expected to participate in the implementation of the goal.

### **Role of Goal Champions/Goal Teams**

The goal champions and goal teams will have primary responsibility for the success of a specific goal supporting a Board priority. Steps for success are:

1. Create an environment that fosters innovation.
2. Communicate expectations.
3. Provide resources to support innovation.
4. Establish and expedite approval processes for innovative ideas.
5. Support staff that take risks in the pursuit of innovation and service improvements.

## **MEASUREMENT TOOLS**

Please see Tab 2 for an explanation of What is Measurement?

## **STRATEGIC PLANNING**

Strategic planning provides the County and County departments with a direction for the future. Once we have defined our most important focus for the future, we must develop a set of goals and actions to implement these priorities. The goals and actions define how we are going to successfully achieve our direction. Measuring our performance on a regular basis tells us whether we are achieving the performance levels we anticipated. To know if we are successful, measuring our performance tells us what we have accomplished and how well we are doing. If we are not achieving our expected results, we must analyze what is preventing us from achieving these results and make adjustments as we proceed.

## **ORGANIZATIONAL STRATEGIC PLANNING**

The Board of Supervisors priorities define the future direction for the County and the areas of concern most important to the Board. These priorities serve as a guide to departments for future planning. Department heads are assigned to a Priority Team that is responsible for developing the goals and expected outcomes for that priority. The strategic priorities, goals and expected outcomes form Stanislaus County's Strategic Plan. The Priority Team members will work together to implement the goals and continually measure progress toward the expected outcomes. The Priority Teams will present annual reports to the Board of Supervisors on their accomplishments.

## **DEPARTMENTAL STRATEGIC PLANNING**

Just as an organizational strategic plan provides direction for the County, each department must develop a strategic plan to shape its future focus. Employees in the department should be able to see a link between the department's future direction and the direction outlined in the organizational strategic plan. While departments may have some strategic priorities that are unique to the work of the department, there should be a clear alignment of other departmental priorities with the priorities of the organization. This is important for several reasons:

1. This alignment helps the Department Head meet his or her responsibilities for achieving the expected outcomes established by the Priority Team;
2. It helps keep departmental staff focused on the Board of Supervisors' priorities;
3. It helps employees to understand how the work they do supports the broader goals of the organization; and
4. It helps employees to develop an appreciation for the value of their work.

For more information on aligning departmental strategic planning to the organizational plan, see Tab 10 Sections G and H.



## BOARD OF SUPERVISOR PRIORITIES

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*The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.*

*In collaboration with public and private partnerships we strive for:*

**PRIORITY 1—A SAFE COMMUNITY**



**GOAL 1—Focus resources on major areas of criminal activity**

**GOAL 2—Improve the effectiveness and efficiency of the criminal justice system**

**GOAL 3— Ensure local and regional disaster preparedness**

**GOAL 4—Reduce pet overpopulation**

**GOAL 5—Promote public awareness**

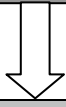
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**PRIORITY 2—A HEALTHY COMMUNITY**



**GOAL 1—Access to services that promote health, self-sufficiency, accountability, protection and independence**

**PRIORITY 3—A STRONG LOCAL ECONOMY**



**GOAL 1—Facilitate job creation**

**GOAL 2— Promote regional tourism strategies**

**GOAL 3—Promote adequate/affordable housing**

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**PRIORITY 4—EFFECTIVE PARTNERSHIPS**



**GOAL 1—Evaluate new opportunities for effective partnerships**

**GOAL 2—Evaluate existing partnerships**

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**PRIORITY 5—A STRONG AGRICULTURAL ECONOMY/HERITAGE**



**GOAL 1—Support and promote agricultural products, education, technology and innovation**

**GOAL 2—Protect agricultural resources**

**GOAL 3—Manage threats to agriculture**



**PRIORITY 6—A WELL-PLANNED INFRASTRUCTURE SYSTEM**



**GOAL 1—Ensure reliable water sources—quality and quantity**

**GOAL 2—Improve transportation circulation**

**GOAL 3—Promote effective liquid waste disposal**

**GOAL 4—Promote effective solid waste disposal**

**GOAL 5—Develop a comprehensive flood control strategy**

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**PRIORITY 7—EFFICIENT DELIVERY OF PUBLIC SERVICES**



**GOAL 1—Improve customer satisfaction**

**GOAL 2—Increase e-government (electronic) services and transactions**

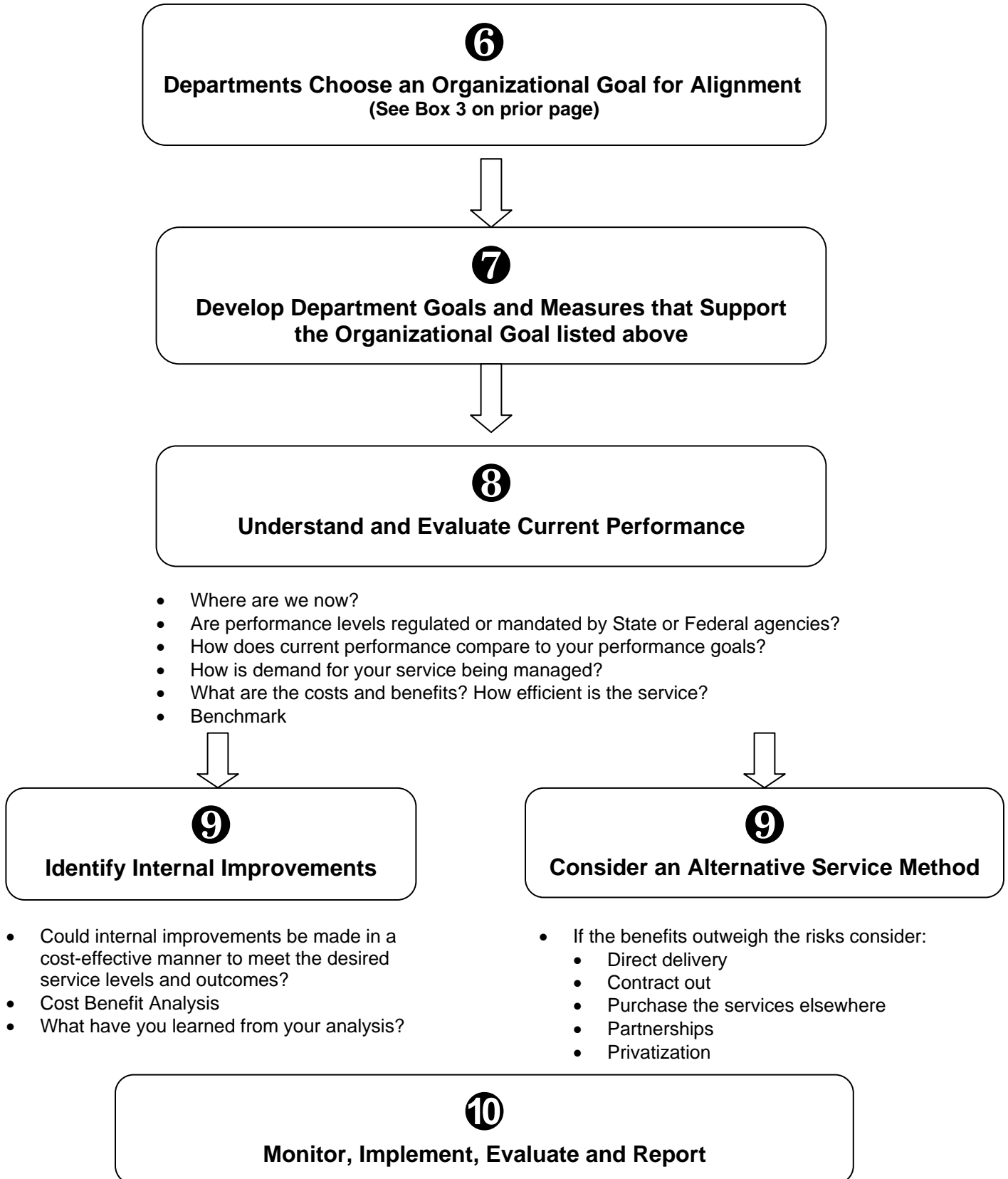
**GOAL 3—Improve the efficiency of County government processes**

## ORGANIZATIONAL LEVEL FLOW CHART

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## DEPARTMENTAL LEVEL FLOW CHART

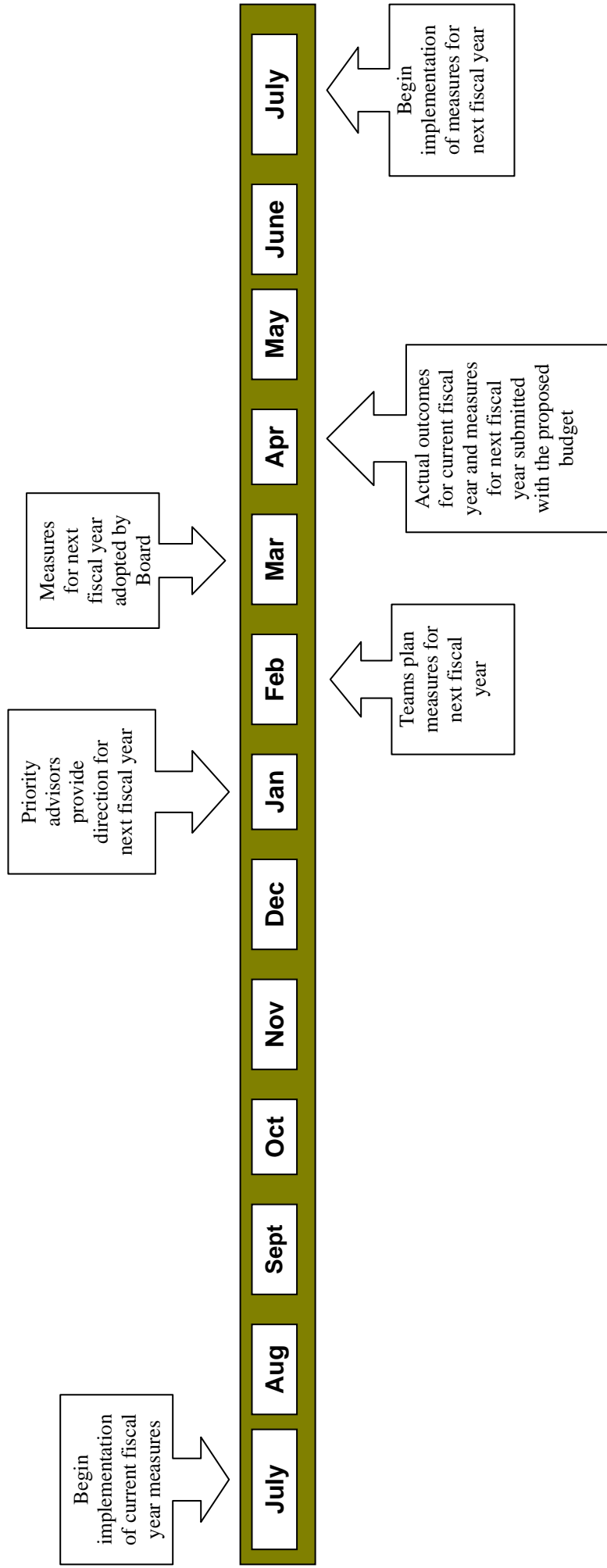




## BOARD OF SUPERVISOR PRIORITY TEAMS

PRIORITY	DEPARTMENT TEAMS
<b>A safe community</b>	Animal Services Chief Executive Office—Office of Emergency Services District Attorney Probation Public Defender Sheriff
<b>A healthy community</b>	Aging and Veterans' Behavioral Health and Recovery Services Child Support Services Community Services Agency Health Services Agency
<b>A strong local economy</b>	Alliance WorkNet Chief Executive Office—Economic Development Library Planning
<b>Effective partnerships</b>	Auditor/Controller Chief Executive Office—Office of Emergency Services Child Support Services Community Services Agency Environmental Resources Library
<b>A strong agricultural economy/heritage</b>	Agricultural Commissioner Cooperative Extension Planning
<b>A well-planned infrastructure system</b>	Environmental Resources/Parks Planning and Community Development Public Works
<b>Efficient delivery of public services</b>	Assessor Auditor/Controller Chief Executive Office CEO-Risk Management Clerk of the Board Clerk Recorder County Counsel General Services Agency Strategic Business Technology Treasurer/Tax Collector

## Board of Supervisors Priorities Implementation Timeline





## WHAT IS MEASUREMENT?

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### INTRODUCTION

In order to reach our goals, we must establish effective tools for measuring our success. As Carl Thor said, “What you measure is what you get.” The purpose of establishing a performance measurement system is to stimulate performance improvement for the County as a whole and for individual departments. This empowers department heads and their management teams to lead with facts and not hunches.

Measuring results eliminates ambiguity. Once something is measured, we will know whether we have met, exceeded, or not met our expected outcomes. If we have not met our defined outcomes, we need to analyze the reasons and determine what corrections we need to make. This is where we need to ask ourselves, “What have we learned?” Creating a set of measures completes the picture of the County’s strengths and weaknesses and enables the Board to make appropriate decisions.

Most of the time a highly technical approach to measurement is not necessary. If the team understands and owns the measures, measurement will become a normal part of getting the job done. The goal of measurement is to stimulate improvement by employees at all levels of the County. Measuring success provides a focus for the County to conduct self-analysis and provides a clearer vision for the future.

### CONSIDER

Measurement should address the following:

1. **Measures can be quantitative**—those that calculate tangible results such as efficiency. This is sometimes referred to as hard data. Physical data can be gathered from logs and reports. Cost data comes from accounting systems. There must be consistency of measurement. Calculating a baseline and current performance must be exactly the same when comparing one year to another. In order to demonstrate improvement you need to know how things used to be and how they are now.

Quantitative measurement looks at:

- A. **Inputs**—these are the resources necessary for the services we provide (i.e. funding, staff or equipment).
- B. **Outputs**—these are the tangible products or services produced such as the number of cases prosecuted. The output tells you what you got out of what you put in.

C. **Outcomes**—these are the quantifiable impacts or results of our services such as increasing customer satisfaction, profitability and productivity. What does it make possible?

PERFORMANCE MEASURES				
OUR PERFORMANCE	➔	OUR MEASURES	➔	OUR TOOLS
INPUTS (RESOURCES)	➔	COST SAVING MEASURES	➔	Benchmarking Q.U.I.C. Before & After
OUTPUTS (SERVICES)	➔	EFFICIENCY MEASURES	➔	Benchmarking Q.U.I.C. Before & After Cost-Benefit Analysis
OUTCOMES (RESULTS)	➔	EFFECTIVENESS MEASURES	➔	Benchmarking Surveys Results (12 months and 5 year.)

- Q.U.I.C. is the County’s process improvement method that is used for major multi-year projects and process improvements that are county-wide and/or affect multiple departments.
- Before and After is the method used for short-term process improvements that are related to annual operational priorities or unanticipated process improvement opportunities.

2. **Measures can also be qualitative**—those that incorporate subjective performance indicators such as customer service surveys. This is sometimes referred to as soft data.

Qualitative measurement tools include:

- A. Focus groups;
- B. Exit interviews;
- C. Surveys by mail, telephone or e-mail;
- D. Complaint forms;
- E. Suggestion boxes; and
- F. Response cards.

**SMART PERFORMANCE MEASURES**

In developing performance measures consider using the **SMART** model:

- **Specific**—Should address the most important elements of delivery.
- **Measurable**—Although it is easier to measure efficiency (quantitative) it is often better to measure effectiveness (qualitative) to determine the extent to which your outputs produce the desired outcomes.

- **Achievable**—Should be attainable and enhance the improvement process.
- **Realistic**—Should relate to the service or program provided.
- **Timed**—Measured at regular intervals to permit corrective action.

### **BASELINE—WHERE WE ARE NOW**

It is difficult to know where we are going unless we know where we are now. Board Priority teams have established expected outcomes (target measures for twelve months and five years) for each of the priority goals. Many of the twelve-month measures include establishing baseline data. Baseline data is defined as the current level of performance. If we use customer satisfaction as an example, the baseline measurement is how our customers rate us today.

In many instances, we have historical data that can serve as baseline data. For example, we have existing data on crime rates, job creation, sales tax dollars, health indicators such as premature births, etc. In other areas, historical data does not exist and baseline data will need to be established. When historical data does not exist, methods for establishing baseline data include conducting surveys and analyzing current and past performance. Once we have established baseline data, we are better prepared to select effective target measures.

As you capture baseline data and begin to select expected outcomes, it important to answer the question why. Why is this program or measure important or should the program exist at all?

- Is it mandated? If not, is it a candidate for elimination?
- How does it align with the Board priorities and goals?
- What is the purpose of the program. What are the benefits of the program?
- Why was the program created? Who created it?
- If the program did not exist, how would it effect our customers, staff or the work product?

If you are not able to clearly answer these questions, it is important to stop at this point and take time to research the answers. If your research does not show defined mandates, alignment with Board priorities or benefits to customers or staff, ask yourself if this program is worth the resources it requires. If your answer is “because we have had this program for years”—this is a good time to consider eliminating the program or service.

### **BENCHMARKING**

Benchmarking is the process of determining who is the very best, who sets the standard, and what that standard is. In baseball, you could argue that seven consecutive World Series Championships made the New York Yankees the benchmark.



Benchmarking efforts should not be limited to comparing performance to the average. Staff often talks about surveying other counties to determine the average level of performance. This will only lead to average performance. When we compare ourselves against the best, we have opportunity to learn what they are doing to outperform others. It is also important to remember to look for benchmarking opportunities in unusual places. For example, when a hospital wanted to improve its process for laundering large quantities of linens and towels, staff benchmarked a cruise line to learn how they handled linen service on a very large scale.

Once you decide what to benchmark, and how to measure it, the next step is to figure out how the best got to be the best and determine what we have to do to get there.

### **EXPECTED OUTCOMES**

You may find this step in the process to be quite challenging and uncomfortable. It is very natural to think about our performance over a twelve-month period because we design our budgeting process to encourage this level of planning. However, planning for the next twelve months results in short-term thinking. County employees are now being asked to identify target performance levels for the next five years. While it may seem impossible to know what you will be capable of achieving in five years, beginning to define your goals for performance will cause you to think differently about the future. It is likely that you will achieve much higher levels of performance than you thought you were capable of achieving.

#### **Selecting Expected Outcomes**

Your expected outcomes should be identified in quantifiable measures. For example, improve customer satisfaction by 5%, reduce gang offenses by 5%, or provide targeted training to 1,500 residents. This creates a measure that is clear and easy to understand.

It is important to note that the target outcomes you select for your 5-year measures reflect your “best guess” at this point in time. As you implement your goals, you will likely discover unanticipated challenges. If this occurs, you will then need to make adjustments to your expected outcomes based on this new information.

#### **Setting Realistic “Stretch” Targets**

When setting expected outcomes, make sure that you do not select arbitrary performance targets. You will want to consider current performance levels (baseline data), the performance of others (benchmarks), resource constraints, regulatory constraints, etc. You want to select a stretch target when establishing your expected outcomes. This means that you are stretching your performance beyond current levels. This does not mean selecting a measure that is so ambitious that you will never realistically be able to achieve it.

## **Lessons Learned**

As you work towards meeting your target performance levels, you will likely discover new information. This may cause you to adjust your target measures. If this adjustment is warranted, you will be expected to discuss your lessons learned and how this influences the change in your expected outcomes. The following example explains why a department did not meet its expected reduction in turn around time:

*“In the past twelve months, we missed our target performance measure by 10%. We believe this occurred because we did not include key stakeholders (frontline staff) on the process improvement team. Without their participation, we missed improvement opportunities that have since been brought to our attention. In the coming year, we will expand the team to include frontline staff as we continually review this process looking for additional opportunities for improvement.”*

## **ALIGNING DEMAND WITH AVAILABLE RESOURCES**

An important step in our focus on continuous improvement is to listen to and understand what our customers need from us. The best method for understanding our customers is to conduct needs assessments or focus groups. Information on customer needs assessments and focus sessions are located in Tab 10.

The process of aligning the service we provide with what our customers need may seem quite daunting given our recent fiscal crisis. Finding more funding is probably not a realistic option for your department. However, there are other things you may want to implement.

### **Educate Your Customers**

Your customers may have an unrealistic expectation of the service you are able to provide. Simply providing them with information on the limitations you face (financial, regulatory, staffing resources, etc.) may go a long way in helping your customers to adjust their expectations. For example, if a customer is informed that a service you provide will take a certain length of time, they will likely adjust their expectations. Also, a customer complaining about not receiving service that he or she expected, may be satisfied with your explanation that State law or limited staffing resources does not allow you to provide that service.

### **Streamlining Processes**

Most of the services we provide involve processes with multiple steps. Often there are steps in a process that involve duplication, rework, waste and time delays. Such unnecessary steps can consume valuable staff time that could be more productive elsewhere. It is likely that every process in your department has opportunity for streamlining. It is important to involve staff closest to the process in your streamlining efforts. Those closest to the process have the best ability to find ways to improve your

processes. The benefit from time spent streamlining processes is more time to serve and satisfy your customers.

### **Technology Changes**

New technology may be an answer for increased demand for service. Several departments have implemented new technology to improve efficiency. This option must be carefully considered due to cost of the technology and lengthy start-up time. A sound business case must be developed if you are considering new technology as an option.

### **Fees for Service**

Many departments charge fees for services provided to the public. The County also charges Public Facility Fees to cover the cost of new development within the County. If your department charges fees, it is important that you review the fees on a regular basis to determine whether they are adequate to cover the cost of the service. The Board of Supervisors directed staff to review fees on an annual basis. This allows the Board to approve smaller fee increases annually rather than much larger increases less frequently.

### **COUNTY PROCESS IMPROVEMENT METHODS— Before & After and Q.U.I.C.**

W. Edwards Deming is one of the original management consultants that introduced the quality movement and who helped the Japanese manage their companies much more successfully following World War II. According to Deming, 20-40% of our everyday work is lost due to the following reasons:

- re-work
- time delays
- duplication
- variation
- waste

He refers to this 20-40% as the hidden cost of doing business because it is usually not calculated into the costs to provide our services. He also believes the by reviewing processes for these five areas, not only can processes be improved but that we can save up to 20-40% of our operational costs.

### **BEFORE AND AFTER**

The “Efficient delivery of public services” Board Priority has a goal to improve County government processes. One of the measures is to reduce turnaround time. The Goal Team developed a simplified method for tracking process improvements. The Before and After method is an easy way to capture unanticipated or short term process improvements that do not require detailed analysis. See Tab 10 Section E Pages 5-7 for more information.

## **Q.U.I.C.**

For a more comprehensive analysis, Stanislaus County has adopted a process improvement model called Q.U.I.C. While it is not always quick, it can be very effective in identifying process improvement opportunities. By following each step in the model, you will likely discover problems and solutions you would not find if you were using best guess, assumptions and instinct. The steps in the model are:

**Q** – question the process. Why does it exist? Should it exist? Can it be changed?

**U** – understand the process by diagramming the flow of the process, understand the problems and list the effects.

**I** – identify solutions to the problems including possible alternative methods for providing the service, calculate the costs and benefits of the process and determine if the process should continue

**C** – change to the new process, continue to monitor performance and report results.

### **Consider an Alternative Service Method**

Alternative methods for service can be a viable option as a process improvement. It is important that your analysis of alternative methods demonstrates that the benefits clearly outweigh the risks. Some things to consider are:

- Could the service be provided more effectively through a partnership with other organizations? See Tab 6 for more information.
- Would contracting out or purchasing the service from another provider be an option?
- If you are contracting for the service, would bringing the service in-house provide any benefits?

### **Cost/Benefit Analysis**

One of the most important steps in improving your processes will be your cost/benefit analysis. This analysis involves looking at the costs of your current process steps and projecting the benefit of implementing new steps. Benefits can either be actual cost savings or cost avoidance that allows you to shift resources from one type of work to another.

### **Analyzing Costs**

You begin by analyzing your costs for the existing process. To do this, you must look at many elements:

- Labor costs (wages and possibly the cost of benefits)
- Equipment
- Training
- Travel
- Printing
- Office supplies
- Facility costs (rent, utilities, etc.)
- Storage
- Maintenance
- Software/technology

Next, you will conduct the same analysis for your proposed solution(s). Your analysis should be based on a twelve-month period. This will allow you to determine the first year's additional cost or savings of a particular solution.

### **Calculating Benefits**

Once you have analyzed your costs, you will then determine the benefits you could realize from your improvements. Analyze any of the elements listed above that apply to your proposed solution. You should also consider benefits such as increases in customer satisfaction, additional revenue or improved employee morale.

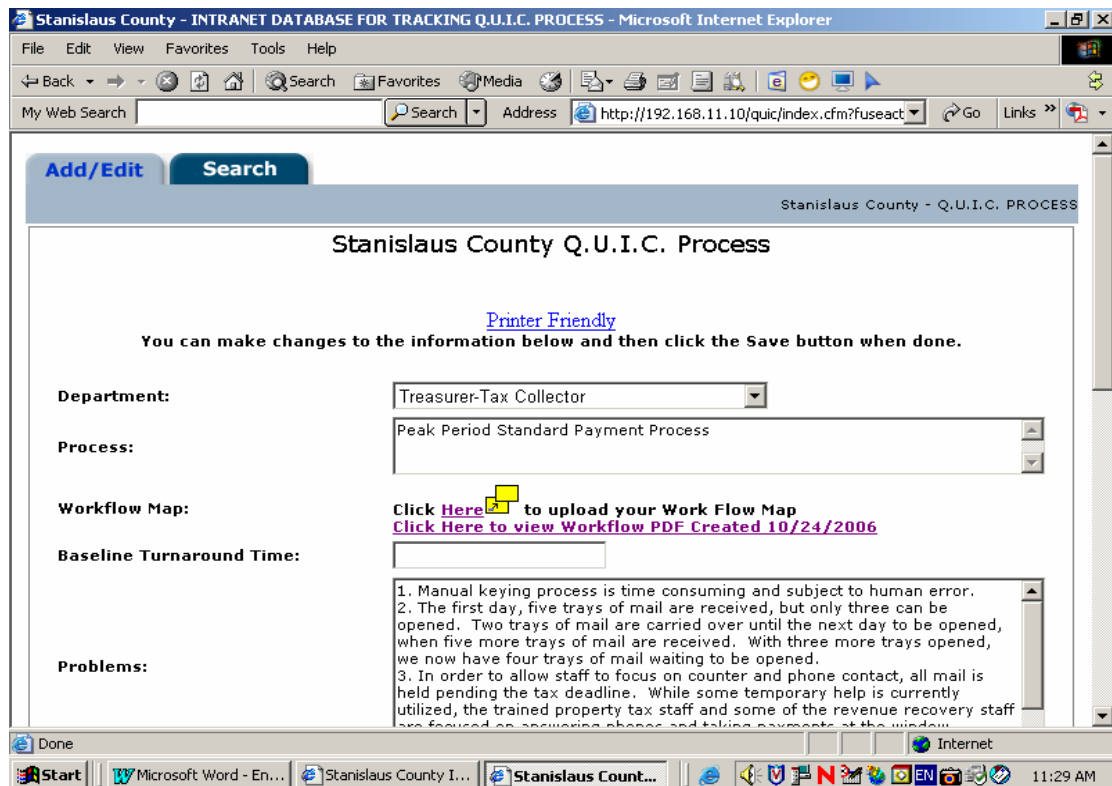
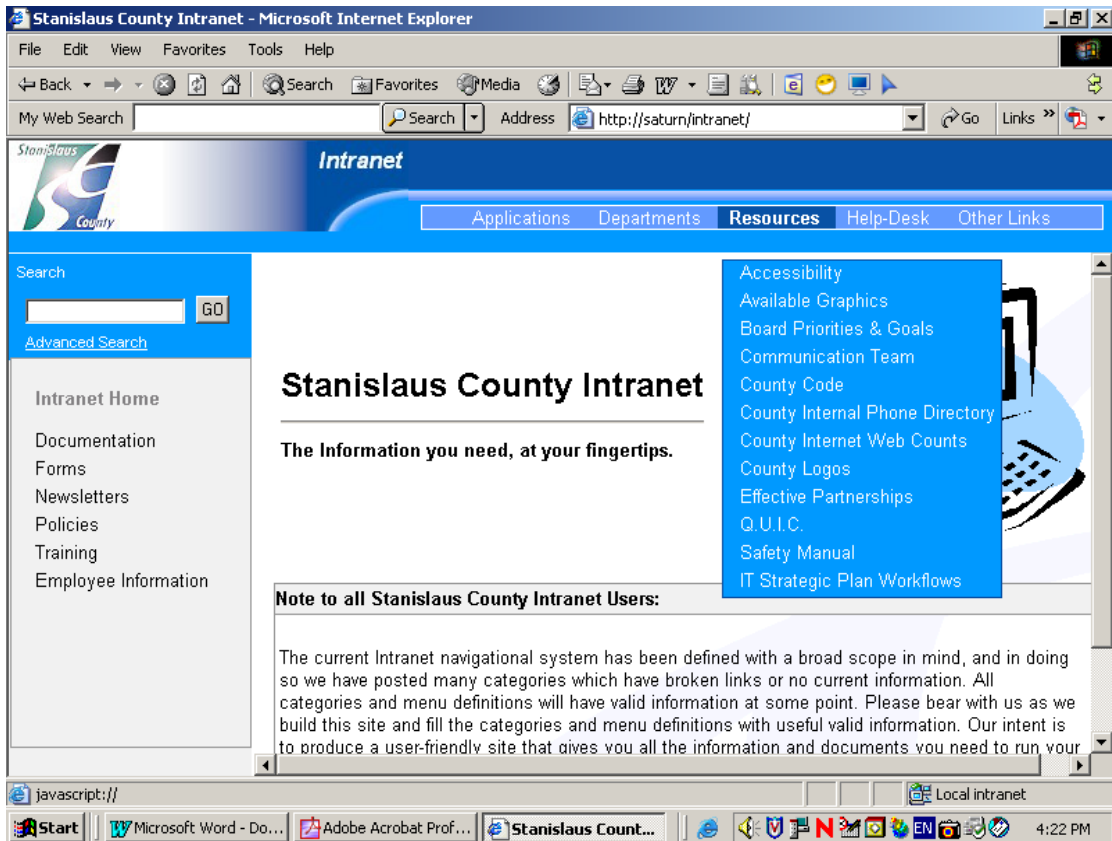
For more information on Cost/Benefit Analysis, see the examples provided in Tab 10 Section E.

### **REPORTING PROCESS IMPROVEMENTS**

The County developed a database where both Before and After and Q.U.I.C. process improvements are stored. The database also functions as a resource tool. It allows departments to learn from each other because they are able to view the process improvements of other departments. Process improvement "success stories" are also shared at quarterly meetings. Sharing ideas to improve customer service and reduce turnaround time has inspired other departments to develop similar process improvements. Completed Before and After models and flow maps are stored as pdf files. This allows Board Members, their field representatives and other departments to be able to access the process improvements. Q.U.I.C. process improvement reports also analyze existing problems and solutions for individual processes.

To view the process improvement database go to the County home page at: <http://www.co.stanislaus.ca.us/> Then go to the County Intranet at: <http://saturn/intranet/> Click on Resources and find Q.U.I.C.

The examples on the following pages show you the Intranet, a completed record, the printer friendly view of the record, and how you can search for other departments' process improvements.



Stanislaus County - Q.U.I.C. - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Mail News RSS Feeds

My Web Search Search Address http://192.168.11.10/quic/index.cfm?fuseact Go Links

### Stanislaus County Q.U.I.C. Process

**Department:**  
Treasurer-Tax Collector

**Process:**  
Peak Period Standard Payment Process

**Workflow Map:**  
Workflow PDF Created 10/24/2006

**Baseline Turnaround Time:**

**Problems:**

1. Manual keying process is time consuming and subject to human error.
2. The first day, five trays of mail are received, but only three can be opened. Two trays of mail are carried over until the next day to be opened, when five more trays of mail are received. With three more trays opened, we now have four trays of mail waiting to be opened.
3. In order to allow staff to focus on counter and phone contact, all mail is held pending the tax deadline. While some temporary help is currently utilized, the trained property tax staff and some of the revenue recovery staff are focused on answering phones and taking payments at the window.
4. Lower level temporary help is not able to balance the batches they have entered.

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Stanislaus County - INTRANET DATABASE FOR TRACKING Q.U.I.C. PROCESS - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print Mail News RSS Feeds

My Web Search Search Address http://192.168.11.10/quic/index.cfm?fuseact Go Links

**Add/Edit Search**

Stanislaus County - Q.U.I.C. PROCESS

Enter your search criteria below:

Search By Department Sort By Department

**Your search returned 5 records**

Row #	Department	Process	Workflow Map Date	Baseline Turnaround Time	Problems	Impacts	Solutions	Improved Turn Around Time	Percent(%) Improvement	Hard Cost/Ben
1	Chief Executive Office	Risk Management DMV--Pull Notice Program	10/24/2006 <a href="#">PDF File</a>						0.00	
2	Child Support Services	Wage Assignment	10/24/2006 <a href="#">PDF File</a>						0.00	
3	General Services Administration	Purchasing RFP Process	10/24/2006 <a href="#">PDF File</a>						0.00	
4	Planning and Community	Planning Application	10/24/2006 <a href="#">PDF File</a>						0.00	

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## **IMPLEMENTING THE NEW PROCESS**

### **Communicating the Change to Staff**

When implementing a new process, it is important to effectively communicate with your staff as early in the process as possible. Resistance to change can occur when staff is unaware of critical information about the change.

Share with your staff the following:

- The reasons for the change;
- What the change is;
- Who will be affected by the change;
- When and how the change will happen; and
- Encourage dialogue, problem solving and decision making with staff.

As you move from sharing information toward gaining acceptance, the communication with staff will become more of a two-way ongoing dialogue.

You can accomplish this by:

- Encouraging dialogue and problem solving with staff;
- Allowing your staff to make the transition by giving them time to grieve and mourn the passing of the old way of doing things;
- Empowering staff to regain control by involving them in the decision making process so they have a sense of ownership;
- Involving staff in serving on work groups and rebuilding the new work system; and
- Encouraging staff to provide feedback and data on the progress of proposed options.

### **Implementation Plan**

While the goal champions and goal teams will have primary responsibility for the success of the goal, it is departmental staff that will have the most direct ability to support the goals. Goal champions and teams have developed the organizational focus on success.

The next step in the process is for departmental staff to implement a plan for achieving these goals and measures.

Departmental staff must be able to understand their role in supporting the goals and measures and see a clear link between department specific goals and organizational goals.

For example, an organizational goal is to improve customer satisfaction by 10% in five years. An individual department would then specify the goals they will pursue to



contribute to this expected outcome. Two goals might be to: 1) conduct an annual customer satisfaction survey, and 2) provide customer service training to staff.

See Tab 10 Section G for examples of an implementation plan.

### **Departmental Action Plan**

Influencing change requires vision, skills, incentives, resources and an action plan. The action plan provides a system for laying out the step by step process for implementing the change. Each step should specify what action will occur, who is responsible for completing the action, the expected deadline for completion of the action, and any resources that will be needed for the action. This allows the team to keep on task and get the job done.

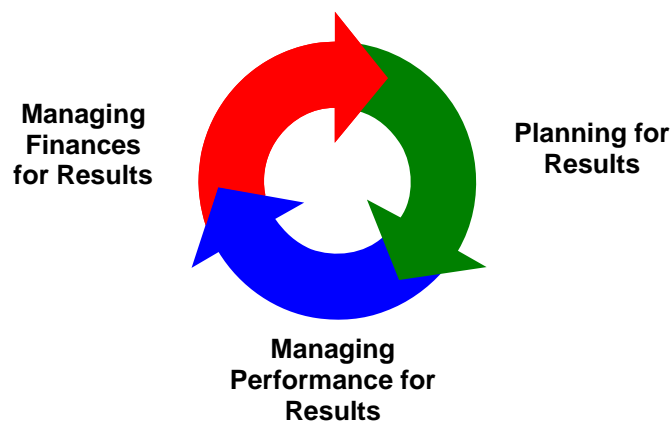
See Tab 10 Section H for an example of an action plan.

### **Measure and Report**

Citizens want the County to be responsive to their needs. We often fall short in sharing our successes with the Board of Supervisors and the public. Measuring and reporting our progress towards our goals keeps the Board and the public better informed about our efforts to be responsive. Priority teams will present an annual report to the Board of Supervisors on achievements toward meeting the Board's goals and measures. They will also report on roadblocks that impacted their achievements and lessons they have learned along the way. Departmental measures will be used in preparing the annual presentations. The information gathered through this process will not only keep the Board informed, it will also help each department to recognize its strengths and weaknesses and improve their overall performance. There will always be obstacles to improvement, however, by measuring our success the County can pursue opportunities for improvement and make adjustments when necessary.

See Tab 10 Section I for information on reporting results.

### **Aligning Performance and Finances with Results**



Effective planning for the future must be aligned with managing performance and financial planning. Performance of all department heads, managers and confidential employees has been evaluated using the County’s Pay for Performance system. This system has been redesigned to have a direct link to the Board priorities, goals and measures. The annual development plan is a significant part of the new performance evaluation process. This new development plan requires department heads and managers to identify individual annual performance goals that directly link to the Board priorities, goals and measures. See Tab 10 Section J for information on aligning performance.

**COUNTY BUDGET ALIGNMENT**

Starting with the Proposed Budget for 2007-2008, departments were asked to report their prior year strategic and operational priorities. They were then asked to report their outcomes (what was accomplished) from the prior year.

They were also asked to report their current year operational priorities (related to their day-to-day operations) and discuss the steps they will take to address each priority. Below is a visual example of how it appears in the budget document.

**PRIOR YEAR STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>OUTCOMES</b> <b>Fiscal Year 2006-2007</b>
<b>A well-planned infrastructure system</b>	
Improve transportation circulation;	Road maintenance needs identified and prioritized. Annual program developed and included in the Capital Improvement Plan;
Promote effective solid waste disposal;	Completed waste stream analysis for feasibility of recycling facility. Discussions on location, number, and sizing of potential facility were in process prior to transfer of Fink Road Landfill Division to Environmental Resources;
<b>Efficient delivery of public services</b>	
Improve customer satisfaction; and	Within the CRM system, implemented a 5-day and 2-day notification prior to work request close date. Resulting in improved follow-up and completeness and virtually eliminated repeat calls. Implemented a shared drive on GroupWise to enable improved follow-up; and
Improve the efficiency of County government processes.	Digitized aperture cards containing road improvement plans, developments, commercial projects, etc., allowing for on-line, remote access and a more efficient response to information requests.

**PRIOR YEAR OPERATIONAL PRIORITIES**

<b>OPERATIONAL PRIORITIES</b>	<b>OUTCOMES</b> <b>Fiscal Year 2006-2007</b>
Implement succession planning in all divisions through continued training and cross-training.	Training and cross training program has been made available to all employees.

**CURRENT YEAR OPERATIONAL PRIORITIES**

The Public Works Administration Division’s operational priorities are:

1. Develop a planning model to identify areas of need and to track improvements to the County’s infrastructure system.
2. Facilitate the use of Regional Transportation Impact Fee funds for projects as identified in the Capital Improvement Program through year 2012.

Working with historical information and present day technology, staff will develop a GIS/web-based application to record existing road conditions, cost estimates for improvements, and other infrastructure related information. The application will promote comprehensive planning for infrastructure improvements by identifying needs and related improvement costs.

Public Works staff will coordinate with StanCOG staff to develop procedures for gaining StanCOG approval to access Regional Transportation Impact Fee funds for Public Facility Fee road projects as identified in Stanislaus County’s Capital Improvement Plan.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

**A safe community**

**PRIORITY TEAM**

- Animal Services
- Chief Executive Office—Office of Emergency Services/Fire Warden
- District Attorney
- Probation
- Public Defender
- Sheriff

**GOAL 1**

**Demonstrate responsiveness to reported trends in criminal activity**

**MEASURE 1**

Reduce crime rate/crime index for gang crimes

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009</b>
Enhance gang prosecution efforts through increased training, collaboration with Gang Impact Task Force and all law enforcement agencies, and outreach in the community;
Pursue cross-designation of Deputy District Attorney by U.S. Attorney's Office to prosecute local gang charges in federal court to obtain longer sentences;
Decrease the number of gang members on probation that are re-arrested;
Identification of new gang members;
Implement continuous electronic monitoring program on selected highest risk offenders involved in major areas of criminal activity;
Probation searches will be conducted on 75% of all eligible probationers within six months of case assignment or release from custody; and
75% of high risk offender probationers will not be convicted of a new felony while on high risk probation supervision.

## MEASURE 2

Reduce crime rate/crime index for narcotics crimes

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Probation searches will be conducted on 75% of all eligible probationers within six months of case assignment or release from custody; and
75% of high risk offender probationers will not be convicted of a new felony while on high risk probation supervision.

## MEASURE 3

Reduce crime rate/crime index for property crimes

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Implement continuous electronic monitoring program on selected highest risk offenders involved in major areas of criminal activity;
Probation searches will be conducted on 75% of all eligible probationers within six months of case assignment or release from custody; and
75% of high risk offender probationers will not be convicted of a new felony while on high risk probation supervision.

## GOAL 2

**Improve the effectiveness and efficiency of the criminal justice system**

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Sustain existing criminal justice collaboratives: Weed & Seed, Gang Impact Task Force, StanCAT, Stanislaus Drug Enforcement Agency, CalMET, HIDA, and Family & Domestic Violence Coordinating Council. Pursue new collaborative opportunities such as the Family Justice Center:
% of probationers successfully completing probation with no new law violations;
Priority one response times in the unincorporated area of the County;
Priority two response times in the unincorporated area of the County;
Continue the implementation of a diversion program for the lowest level first-time misdemeanor offenders to reduce the increasing burden on criminal justice system resources (i.e., jail space, public defender and prosecutor time, judicial resources) and require the offenders to cover the cost associated with the program as well as appropriate restitution;
Increase the number of training programs/opportunities between and with the District Attorney's Office and local police agencies;
50% of probationers will begin paying either victim restitution, fines, or fees within 6 months of case assignment or release from custody;
Implement Victim Offender Reconciliation Program with Juvenile Probationers, to more adequately address victim issues and increase effectiveness of court sanctions and increase victim restitution;
Increase resources and capability of Crime Analyst to improve criminal analysis and reporting;
Improved coordination with the District Attorney on the court subpoena process to eliminate unnecessary overtime for Deputies being called to testify;
Per capita rate of spending by each agency;
Per capita staffing levels for each agency;
Comparison of the average felony and misdemeanor case age with other jurisdictions; and
Establish 2007 baseline for timeliness of stages of defense work.

**GOAL 3**

**Ensure local and regional disaster preparedness**

MEASURE 1

Establish an Emergency Operation Center management team

**EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Continue advanced training and expansion of core team.

MEASURE 2

Develop emergency communication and information sharing system

**EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Sustainable system (financial and technical support); and  
Fully functioning primary and alternate EOC sites.

MEASURE 3

Develop a public emergency alerting and notification system

**EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Partner with cities to develop protocols for use of the notification system within their jurisdiction.

MEASURE 4

Establish All-Risk Response Plans

**EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Complete update of Emergency Operation Plan and integrate annexes; and  
Conduct workshops and exercises in regional community consistent with SEMS/NIMS/ICS.

MEASURE 5

Create a County-wide fire delivery system

**EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Provide regional fire services through the Fire Authority for fire prevention, fire investigation, special operations, finance/administrative support services, communication, and training;  
Establish electronic records management system available to all fire agencies in the County; and  
Provide fire/rescue mutual aid coordination program County-wide.



## GOALS AND PERFORMANCE MEASURES

### BOARD PRIORITY

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

In collaboration with public and private partnerships we strive for:

### A healthy community

#### PRIORITY TEAM

Aging and Veterans' Services  
Behavioral Health and Recovery Services  
Child Support Services  
Community Services Agency  
Health Services Agency

#### GOAL 1

Access to services that promote continued health, self-sufficiency, accountability, protection and independence based upon state and federal funding and regulations

#### MEASURE 1

Promote health

#### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Achieve fiscal targets to operate clinic system within approved appropriations;
To improve infant mortality rates, identify and provide health education to 40% of the pregnant population through the Healthy Birth Outcomes program (contingent on continued level of Children and Families Commission grant and State funding);
Increase participation in the Healthy Aging Summit for seniors and Veterans by 5% above a baseline of 1,300;
Through the Mental Health Services Act program, 509 individuals will be served by Full Service Partnership Programs and 5,075 individuals will be served by General Service Development and Outreach and Engagement Programs; and
Medi-Cal applications will be processed in less than 30 days.

## MEASURE 2

Promote self-sufficiency

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Increase the number of Benefit Claims filed for Veterans by 10% above baseline of 1,623 claims;
Increase the number of home-delivered meals for seniors by 5% above baseline of 100,000;
Increase the Welfare-to-Work engagement rate from 30% to 50%; and
The care givers of 2,400 children will be provided with family support and parent education services through Family Resource Centers to positively impact child health, school readiness, mental health, and abuse/neglect.

## MEASURE 3

Promote accountability

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Collect and distribute \$47,350,000 of child support to approximately 35,000 families;
Increase the amount of public assistance benefits discontinued or denied as a result of fraud investigations to \$4 million;
Collect 50% of the current court-ordered child support;
55% of child support cases with an arrearage will have a collection;
80% of child support cases without a judgment will have an order entered; and
90% of child support cases without a judgment of paternity will have an order entered.

## MEASURE 4

Promote protection

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Maintain a rate of twice the state average for the number of children adopted from child welfare supervised foster care within 24 months of placement;
To improve readiness to respond by staff and community partners, conduct an exercise on establishing an alternate care site or based on Centers for Disease Control's directive, if different;
Adult Protective Services investigations will be conducted immediately in life threatening situations or at a minimum within ten days from when the referral is received;
Creatively maintain outreach efforts and participation in the Stanislaus Elder Abuse Prevention Alliance (SEAPA) activities to educate the community about elder abuse prevention; and
Methamphetamine Task Force will be established and meet quarterly. The Task Force data assessment will be underway and will be shared with the community through an Annual Report Card by September 30, 2009.

## MEASURE 5

Promote independence

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Increase employment for those individuals served by Behavioral Health and Recovery Services Mental Health Services Act and former AB 2034 programs by 20%;
Decrease homelessness for those individuals served by Behavioral Health and Recovery Services Mental Health Services Act and former AB 2034 programs by 50%;
Increase the number of youth emancipated from foster care who receive transitional housing support by an additional 43% to maximize the Transitional Housing Program Plus allocation;
Increase the number of elderly and disabled individuals who remain safely in their own homes through IHSS by 5%; and
Increase awareness of senior services in the County by increasing the number of presentations and community events by 5% above baseline of 105.





## GOALS AND PERFORMANCE MEASURES

### BOARD PRIORITY

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

In collaboration with public and private partnerships we strive for:

### A strong local economy

#### PRIORITY TEAM

Alliance WorkNet  
Chief Executive Office – Economic Development  
Library  
Planning and Community Development

#### GOAL 1

#### Facilitate job creation

#### MEASURE 1

Land inventory / business park development

#### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

##### Crows Landing

- a) Facilitate the development of a redevelopment plan for the County owned air facility site;
- b) Redevelopment Plan to be adopted by Board acting as Redevelopment Agency;
- c) Identify Master Developer;
- d) Develop Master Developer agreement and Disposition support agreements for Board consideration;
- e) Begin preparation of environmental work/CEQA process;
- f) Property Management Issues – potential Ag lease extension negotiated;

##### Salida Community Plan - Business Park Development

- a) Prepare Draft Environmental Impact Report;
- b) Complete Infrastructure Master Plans, including identification of water and sanitary sewer providers;  
and
- c) Develop Infrastructure and Services Financing Plan.

## MEASURE 2

Increase workforce preparation and skills

### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

#### **In Coordination with the Alliance Economic Development Program;**

- a) Perform 15 WorkKeys Job Profiles annually to determine the skill requirements of jobs with local employers;
- b) Assess the skill levels of 1000 Job Seekers in the workforce using the WorkKeys skill assessment program;
- c) Expand the use of WorkKeys skill assessments to include 8 local area High Schools;
- d) Issue 1000 Work-Ready Certificates that can be used by Job Seekers as documentation of their work related skills;
- e) Conduct a marketing campaign targeted at increasing employer knowledge of the Work-Ready Certificate, enlisting 20 area employers as users of the WorkKeys system;
- f) Work with 1,200 Job Seekers to provide them with job search and vocational skills and to place 800 in employment;

#### **Improve the literacy gap through partnership with the Library's ReadingWorks Literacy program and the Stanislaus Literacy Center by:**

- a) 79% of adult students show significant gains (3-5 points) after 50 hours or more of tutoring;
- b) Adult students in the literacy program who are employed will be surveyed annually and asked if they improved on the job and whether they read to their child more often with results of 60% for improvement on the job and 83% for reading to their child more often;
- c) The Library and ReadingWorks will develop a literacy awareness campaign;

#### **Facilitate the implementation strategies for Connecting Stanislaus**

- a) Targeted Technology Training (T3) Phase VI – Community Technology Training:
  - 1) Target 6,500 total participants through phase VI (10% increase);
  - 2) 8 pieces of core curriculum;
  - 3) Rotate community based locations;
  - 4) Target audiences: digital divide  
[Under-employed, unemployed, seniors, non-profits];
  - 5) Continue and strengthen CDBG partnerships with cities;
- b) Community Portal – Technology outreach/facilitate e-civic communication:
  - 1) Develop and implement web 2.0 format;
  - 2) Add community partners – including Municipal Advisory Councils (MAC)  
Teen and Latino information pages;
  - 3) Market portal site to sector publications;
- c) Connect Stanislaus 5 Year Strategic Plan Updated – Community wide Strategy:
  - 1) Publish comprehensive program update and strategic direction;
  - 2) Work with Chambers/Business Community to develop Business/Technology Summit; and
- d) Develop technology summit outreach model with all community sectors.

### MEASURE 3

Manage incentives and fee programs.

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
<b>Enterprise Zone (Alliance)</b> <ul style="list-style-type: none"><li>a) Continue to monitor and survey the financial benefits received by County businesses that have taken the credits available through the program;</li><li>b) Continue marketing of the program to existing and new firms to the area;</li><li>c) Review all policies for timeliness and accuracy in the administration of the program;</li><li>d) Prepare for eventual audits conducted by the California Department of Housing and Community Development;</li></ul>
<b>Public Facility Fee (PFF) Program</b> <ul style="list-style-type: none"><li>a) Modified the multi-year fee deferral policy to include business expansion option;</li><li>b) Expanded Development Incentive;</li><li>c) Facilitated and completed PFF Program update;</li></ul>
<b>Economic Development Bank (Alliance as Administrator):</b> <ul style="list-style-type: none"><li>a) Encourage County jurisdictions to utilize the Economic Development Bank funds for the improvement of infrastructure and the eventual development of "shovel ready" business sites;</li><li>b) Emphasize the benefits available through the Economic Development Bank for economic development opportunities and job creation;</li><li>c) Explore and develop alternative or creative uses of the Economic Development Bank to spur productive uses of the funds for economic development activities throughout the County;</li><li>d) Improve the oversight of all Economic Development Bank loan packages through ongoing monitoring and updates on each project and repayment schedule;</li><li>e) Explore utilizing the Economic Development Bank funding to further cooperative projects between industrial developers and the respective jurisdictions; and</li><li>f) Develop a strategy to grow the bank with external sources per Board Administrative Agreement.</li></ul>

### GOAL 2

Promote regional tourism strategies

### MEASURE

Facilitate implementation/development of all regional tourism-marketing strategies

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
<b>Event/Festival survey measurement initiative</b> (w/Stanislaus Office of Education/education partners): <ul style="list-style-type: none"><li>a) Increase event participation to 14 events;</li><li>b) Increase youth group/education participation at the local level;</li><li>c) Track event data and share with community event planners to improve festival event;</li><li>d) Survey 5,300 event attendees per season (10% increase);</li></ul>
<b>Self guided tourism – drive tours</b> <ul style="list-style-type: none"><li>a) Finalize and publish self guided tour #3 (Turlock/Ceres/Hughson areas);</li><li>b) Begin pre-development process for self guided tour #4 (Westside communities);</li></ul>
<b>Regional Kiosk placement</b> (w/private sector partners): <ul style="list-style-type: none"><li>a) Minimum of 2 thematic updates during performance cycle;</li><li>b) Continue partnership with Regional Mall and local communities for the distribution of 10,000 <i>Spend the Day</i> brochures;</li></ul>
<b>Tourism outreach/marketing/web presence</b> <ul style="list-style-type: none"><li>a) Maintain outreach and education to all cities – city councils;</li><li>b) Conduct 15 Presentations to community – public/private;</li><li>c) Work with CSUS Stanislaus (Public Policy Center) to develop local measurement strategies;</li><li>d) Distribute Countywide tourism via brochure content 590 locations throughout CA;</li><li>e) Develop (with cities and convention and visitor bureaus) regional (countywide) tourism guidebook;</li><li>f) Develop tourism presence on community portal;</li><li>g) Coordinate State Fair Exhibit;</li><li>h) Conduct Winter Tourism Forum – Annual Summit – with city, chamber, Convention and Visitors Bureau (CVB) and business sector partners; and</li></ul>

- i) Participate in Central Valley Tourism Association (CVTA) and California Travel industries of America Associations (CalTAI) – rural tourism advocacy.

**GOAL 3**

**Promote adequate/affordable housing**

**MEASURE 1**

Maintain and pursue affordable housing opportunities

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Monitor appropriately designated land for consistency with Regional Housing Needs Assessment;
Discuss and negotiate with residential project developers for the inclusion of an affordable housing component in all proposals. This could include the recognition of an ‘in lieu’ consideration; and
Begin revision of the Housing Element in 2008, for adoption by mid 2009. The new Housing Element consists of a “menu” of affordable housing tools that can be used to maximize affordable housing opportunities and reflect updated methods and funding sources that may be utilized to achieve desired results.

**MEASURE 2**

Expand participation in first time home buyer programs

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Increase funding for the First Time Home Buyer Program in the Redevelopment Agency - Implementation Plan and Home Investment Partnership (HOME) annual budgets; and
Work with local mortgage companies and banks to facilitate twelve (12) closings annually.

**MEASURE 3**

Improve existing neighborhoods and housing conditions

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Increase the level of participation in the Major and Minor Housing Rehabilitation program to eighteen (18) households through partnerships with agencies such as the Stanislaus County Housing Authority and Disabilities Resource Agency for Independent Living;
Assist in the rehabilitation of 5 mobile homes for targeted income households;
Begin construction of Phase II Keyes Storm Drain Project and complete design of Empire Infrastructure Project;
50 additional households in the Shackelford and Robertson Road areas will participate in the sewer lateral connection program; and
Develop a strategy to eliminate two County Islands in partnership with cities.

**MEASURE 4**

Develop/maintain partnerships to create affordable housing

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
Assist in the acquisition of 5 lots to construct affordable housing;
In collaboration with Habitat for Humanity/Stanislaus, the Stanislaus County Affordable Housing Corporation (STANCO), and Self Help Enterprises assist two (2) households in becoming homeowners through a sweat equity program; and
Partner with agencies such as the Stanislaus County Housing Authority in the acquisition of existing residential units as part of a ‘lease-to-own’ program to assist two households.



## **GOALS AND PERFORMANCE MEASURES**

### **BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

### **Effective partnerships**

#### **PRIORITY TEAM**

Auditor Controller  
Chief Executive Office – Emergency Services  
Child Support Services  
Community Services Agency  
Department of Environmental Resources  
Library

#### **GOAL 1**

#### **Evaluate new opportunities for effective partnerships**

#### **MEASURE**

Evaluate new public/private partnerships using the partnership criteria.

#### **EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

All departments will evaluate new partnerships according to the criteria;
All departments will annually inventory new partnerships and update the partnership database;
Agenda items establishing new partnerships will align with Board priorities in the policy issue section of the agenda;
On-line training partnership tutorial will be implemented and available to departments; and
A strategy will be in place to promote and communicate implementation of new effective partnerships to the community.

**GOAL 2**

**Evaluate existing partnerships**

**MEASURE**

Evaluate existing public/private partnerships using the partnership criteria

<b>EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009</b>
All departments will evaluate 60% of their existing partnerships and update the partnership database;
Agenda items highlighting existing partnerships will align with Board priorities in the policy issue section of the agenda and include partnership outcome data in the narrative of the agenda;
On-line training partnership tutorial will be implemented and available to departments;
A strategy will be in place to promote and communicate effective partnerships to the community;
Effective partnerships will be highlighted in the budget document annually; and
An annual recognition event highlighting exceptional partnerships will be conducted before the Board of Supervisors.



## **GOALS AND PERFORMANCE MEASURES**

### **BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

### **A strong agricultural economy/heritage**

#### **PRIORITY TEAM**

Agricultural Commissioner  
Cooperative Extension  
Planning

#### **GOAL 1**

#### **Support and promote agricultural products, education, technology and innovation**

#### **MEASURE 1**

Ensure that research and education programs emphasize economic improvement (i.e.) increase production, lower costs of production) and environmental improvement (i.e. air, water, natural resources and food safety)

#### **EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Identify new or current industry problems and collected baseline information;

Ensure that all research programs contain economic and environmental components that address the following (if applicable):

- a) Potential economic impacts of programs and cost/benefit analysis;
- b) Integrated Pest Management plan;
- c) Reduced risk pesticide;
- d) Disease resistance in crops;
- e) Food safety;

Conduct at least two education programs to educate growers on best management programs resulting from the research programs; and

Collect information regarding industry acceptance and/or adoption of completed projects (new technology or improved cultural practice) and establish five year utilization targets for each project.

## MEASURE 2

Support local informal agricultural education opportunities and utilize electronic media to improve community and customer communication and education

### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Develop a Cooperative Extension and Agricultural Commissioner databases of newsletter subscribers;

Develop and implemented a Cooperative Extension and Agricultural Commissioner customer survey with baseline data for 2008; and

Redesign Agricultural Commissioners website to create a professional, user friendly and interactive site.

## MEASURE 3

Improve use of technology in agricultural programs

### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Expand the use of electronic notebooks for field staff;

Create current GIS agricultural commodity layers for Stanislaus County;

Utilize GIS and GPS technology to graphically represent decontamination sites used in agricultural emergencies; and

Identify list of hard copy records to be converted to electronic format and converted 5% of these records (example; restricted material permits).

## MEASURE 4

Improve staff training and education programs

### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Formalize training track that includes the identification and mitigation of pests, diseases and other threats to agriculture.

## GOAL 2

### Protect agriculture resources

## MEASURE

Continue to align the County's General Plan to encourage protection of agricultural resources

### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Implement provisions in newly adopted Ag Element;

Monitor effectiveness of newly adopted Ag Element; and

Work with cities to develop guidelines for agricultural buffers and community separators.



### GOAL 3

#### Manage threats to agriculture

##### MEASURE 1

###### Implement and exercise All Agricultural Hazards Emergency Response Plan

###### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Conduct targeted exercises to verify aspects of the All Agricultural Hazards Emergency Response Plan; and  
Conduct workshops with Stanislaus County departments to familiarize department personnel with the All Agricultural Hazards Emergency Response Plan as a component of the Stanislaus County Emergency Operations Plan.

##### MEASURE 2

Water Management (quality, quantity and run-off)

###### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Use new technologies, helped dairy industry meet the Central Valley Regional Water Quality Control Board water quality regulations (General Order Waste Discharge Requirements);  
Participate in the Dairy Quality Assurance program to educate dairy operators in new water quality regulations;  
Actively partner with water coalitions to promote best management practices to prevent pesticides from entering the waters of the state;  
Conduct agricultural pesticide container recycling events in three locations to promote environmental sound disposal practices; and  
Work with Ag Advisory Board to develop recommendations for use of tertiary treated water in Agriculture.

##### MEASURE 3

Air Quality Management

###### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Extend information to orchard growers for alternatives to methyl bromide fumigation;  
Initiate conservation tillage research project; and  
Require management practices in application of fumigants that will reduce emissions by 20% and track methods used.

##### MEASURE 4

Pesticide Management

###### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Establish research projects in both annual and perennial crops that show effectiveness of reduced risk pesticides; and  
Develop strategies to reduce noncompliance with increased pesticide regulations.

##### MEASURE 5

Pest Management

###### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Continue Integrated Pest Management (IPM) research projects in annual and perennial crops; and  
Extend IPM strategies in both annual and perennial crops at four annual meetings.



## GOALS AND PERFORMANCE MEASURES

### BOARD PRIORITY

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

In collaboration with public and private partnerships we strive for:

### A well planned infrastructure system

#### PRIORITY TEAM

Environmental Resources/Parks and recreation  
Planning and Community Development  
Public Works

#### GOAL 1

#### Ensure reliable water sources – quality and quantity

#### MEASURE

Implement strategies to ensure reliable water sources – quality and quantity

#### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Increase compliance of small water systems with the State standards by 2% over baseline;
Close 7% of identified urban pollution sites;
Develop web site to make data accessible for other public agencies;
Identify goals and objectives of a strategic plan;
One streetscape pilot well completed and one County Park well completed; and
Begin development of master planning for non-potable system for Salida community.

## GOAL 2

### Improve transportation circulation

#### MEASURE

Implement strategies to improve transportation circulation

#### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Develop a policy to obtain right of ways consistent with the Circulation Element of the General Plan;
Complete traffic study and analysis for North County Corridor Expressway and execute JPA agreement;
Increase resurfacing of existing roadways to 125 miles per year;
Re-stripe 50% of all roads every two years;
Commence construction on two of the top ten bridges for seismic retrofit;
Increase ridership of transit by 3% per year;
Track the number of calls received on Roadway hotline to establish baseline;
Continue to support Stanislaus COG in proposed sales tax measure expenditure plan; and
Review cities' non-motorized plans to identify gaps.

## GOAL 3

### Promote effective liquid waste disposal

#### MEASURE

Implement strategies to promote effective liquid waste disposal

#### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Begin preparation of and ordinance amendment;
Improve and annexed two County islands;
Promote utilization of Robertson Road sewer project with a goal of connecting 10% of homes;
Promote utilization of Shackelford sewer project with a goal of connecting 10% of homes; and
Ensure compliance with NPDES Storm Water Plan.

## GOAL 4

### Promote effective solid waste disposal

#### MEASURE

Implement strategies to promote effective solid waste disposal

#### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Continue permitting process consistent with the requirements of the Integrated Solid Waste Management Plan;
Implement phase two of food processing by-products research project;
Explore feasibility of County run mobile "e" waste disposal program;
Increase public education of electronic, universal and household waste disposal;
Begin permitting process for transfer station at Geer Road Landfill;
Continue negotiations of Covanta's contract; and
Complete waste stream and feasibility analysis of Fink Road recycling facility.

**GOAL 5**

**Develop a comprehensive flood control strategy**

**MEASURE**

Implement strategies to improve flood control

**EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Consolidate State and Federal flood maps; including GIS format;

Evaluate the 21<sup>st</sup> Century Water Plan as proposed by San Joaquin County and identify key stakeholders; and

Complete the National Economic (NED).



## **GOALS AND PERFORMANCE MEASURES**

### **BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

### **Efficient delivery of public services**

#### **PRIORITY TEAM**

Assessor  
Auditor-Controller  
Chief Executive Office  
CEO-Risk Management  
Clerk of the Board  
Clerk Recorder  
County Counsel  
General Services Agency  
Strategic Business Technology  
Treasurer/Tax Collector

#### **GOAL 1**

#### **Improve customer satisfaction**

#### **MEASURE**

Increase usage of County customer service tools

#### **EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009**

Increase the number of customer satisfaction survey responses received with a minimum of 20 survey responses annually per department; and

County-wide and department rating of 85% or above as benchmark or a minimum rating of 70% for "Agree" and "Strongly Agree" responses for counter, on-line and Customer Relationship Management (CRM) program customer satisfaction surveys to the question "Overall, I am satisfied with the services (and/or information) I received from the department."

## GOAL 2

### Increase e-government (electronic) services and transactions

#### MEASURE 1

Increase the number of government services provided electronically

EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009
<b>Electronic Document Management:</b> <ul style="list-style-type: none"><li>a) Implement a 'Proof of Concept' Pilot that will demonstrate the ability to scan and search for Contracts in a central repository, which will be accessible by all County Employees;</li><li>b) Implement three new Web based online services via the County Web site:<ul style="list-style-type: none"><li>a. Recruitment/Applicant Tracking System implemented and being utilized by our customers;</li><li>b. Subscribe/Unsubscribe feature that allows the ability to select meetings, newsletter, agendas and other County related resources from a single web page and receive notifications when information changes or is updated;</li><li>c. Hazardous Materials System is implemented and being utilized by the Environmental Resources personnel as well as authorized companies to maintain the tracking of hazardous materials within Stanislaus County;</li></ul></li></ul>
<b>Voice Over IP:</b> Activate 300 phones in County departments using updated technology;
<b>E-Payment:</b> <ul style="list-style-type: none"><li>a) Vendor selected and approved by Board of Supervisors;</li><li>b) E-payments accepted for first department;</li></ul>
<b>E-Benefits:</b> <ul style="list-style-type: none"><li>a) Roll out self-service e-benefits functionality County-wide with view capability only;</li><li>b) Roll out self-service Deferred Compensation enrollment/contribution changes County-wide;</li></ul>
<b>PeopleSoft Upgrade:</b> <ul style="list-style-type: none"><li>a) Evaluate a single portal page for County Financial Management System and Human Resources Management system;</li><li>b) Begin system administration by technical staff utilizing the system through the Internet for remote access;</li><li>c) Human Resources module – decentralize license and certificate tracking, track languages spoken and County's bilingual testers, implement "Reports to" functionality, and roll out departmental/division level structure;</li><li>d) Time and Labor Module – rollout self-service time entry and roll out Managers self service to 5 departments;</li><li>e) Payroll Module – Roll out voluntary viewing and receiving of payroll advice notices online.</li></ul>
<b>Oracle/Financial Management Systems (FMS) Upgrade:</b> <ul style="list-style-type: none"><li>a) Complete an upgrade of the four FMS servers;</li><li>b) Completion of Portal installation while leveraging our current license structure;</li><li>c) Provide single sign-on through the Portal for FMS - Discoverer - and ADI;</li><li>d) Develop an implementation plan to integrate the Oracle Internet Directory (OID) into the Counties Active Directory structure;</li><li>e) Develop an implementation plan to upgrade the Discoverer component to 10G and complete the implementation;</li><li>f) Implement Scheduled Discoverer Reports via the portal;</li><li>g) Evaluate utilizing the system through the Internet for remote access for our external customers.</li></ul>
<b>Public Sector Budgeting:</b> Conduct an enhanced evaluation to current Salary projection;
<b>Pay for Performance Automation:</b> Web-based pay for performance evaluation system is implemented and utilized by individuals using the pay for performance evaluation system;
<b>IT Business Case:</b> Develop a tool for determining value proposition of new major IT expenditures; and
<b>Geographical Information Systems:</b> Integrate disparate systems and efforts into a focused, coordinated County-wide GISCentral.

## MEASURE 2

Improve IT security

### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

**Single Sign-on:** Implement Single Sign-on solution for enterprise systems including user directories, email, Oracle Financial Management System (FMS) and PeopleSoft Human Resources Management System (HRMS); and

**Application Security Standards:** Define application security standards such as account management, auditing, and vulnerability assessment needs for internal application development and external application purchasing requirements.

## GOAL 3

Improve the efficiency of County government processes

## MEASURE

Reduce turnaround time for processes that provide efficiency and benefit for the customer

### EXPECTED OUTCOMES FOR FISCAL YEAR 2008-2009

Each department will have completed at least 2 process improvements using either:

- a) Q.U.I.C. for multi-department or multi-employee processes, or
- b) Before & After model for other processes

Process improvement outcomes will be reported annually in the budget with the following results:

- a) Number of processes improved
- b) Baseline turnaround time
- c) Improved turnaround time
- d) Percent of improvement

# Examples



A	UNDERSTANDING OUR CUSTOMERS
B	FOCUS GROUPS
C	CUSTOMER SATISFACTION SURVEYS
D	Q.U.I.C.—PROCESS IMPROVEMENT/COST BENEFIT ANALYSIS
E	TURNAROUND TIME—SAMPLE FROM ASSESSOR'S OFFICE
F	PARTNERSHIPS
G	IMPLEMENTING THE PLAN
H	ACTION PLAN
I	ANNUAL REPORT—RESULTS AND LESSONS LEARNED
J	ALIGNMENT—PAY FOR PERFORMANCE
K	ALIGNMENT—BUDGET





## UNDERSTANDING OUR CUSTOMERS

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The first step in improving our service to our customers is to understand what they want and need from us. Why is this important? Think about your experiences as a customer. Businesses or organizations that excel at customer service are those that listen to their customers and adjust service based on customer needs.

While our service is different than the private sector, we do serve the public. Most departments have laws and regulations that limit our ability to serve our customers. For many employees it is difficult to understand how to improve customer service when faced with the restrictions of laws and regulations.

It is important to remember that taking the time to listen to our customers does not mean that we are promising to meet all of their needs. Listening to our customers gives us information and ideas about what is most important to them. When we understand what is most important to them, we can begin to explore ways to improve our service to them.

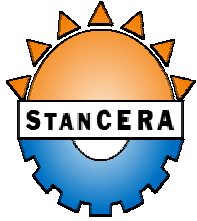
Most County departments have more than one type of customer. For example, the Chief Executive Office's customer groups include County departments and staff, citizens, the business community, and public agencies. Each one of these customer groups may have common needs as well as needs that differ from other customer groups. Unless departments listen to the unique needs of each customer group, it is difficult to understand how we may be responsive to all of our customers.

### **Focusing on What is Important—Conducting a Needs Assessment**

To keep this approach simple and easy to manage, you want to keep the discussion focused on the customer's most important needs. Your efforts will be focused on your customers as a group rather than on the specific needs of an individual customer because you will be limited in your ability to address all your customer needs. Therefore, you want to ask your customers to prioritize their needs. You will then be able to trend responses to understand their most important needs.

Once the needs are prioritized, staff can begin to develop plans to address them. In some cases, it may be a simple process to respond to needs. In other cases, the remedy may be beyond your capability. It is important to keep your customers informed so their expectations will be realistic.

A simple approach to asking customer what they expect is provided on the following page.



## Stanislaus County Employees' Retirement Association

### CUSTOMER SURVEY

**P**lease take a few minutes to complete the following survey and return it by August 20, 2005.

Select your status from the following categories:

- Actively Employed Member
- Deferred Retirement Member
- Retiree Member

StanCERA strives to manage and protect resources to provide a fiscally sound retirement system. The objective of the system is to provide guaranteed benefits for current and future retirees and their beneficiaries.

Given this information, what are the three (3) most important services or information needs that you expect from StanCERA? List in priority order with Number One being most important:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

**THANK YOU FOR RESPONDING BY AUGUST 20, 2005!**

**(Fold in thirds & return to the address listed on the back)**

## FOCUS GROUPS

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Focus groups provide an excellent method for listening and learning from your customers. It is a more dynamic process than asking your customers to complete a written needs assessment. Focus groups are also an excellent method for gathering more specific information about the prioritized needs listed in your needs assessment.

When you have assessed the needs of your different customer groups, you may find that you are not serving your customer groups equally. While you may be successfully meeting the needs of a particular customer group, you may not be addressing the needs of another group. Focus groups allow you to gather specific information from individual customer group to better understand your customers. (Refer to the section “Do you have different types of customers” provided below.)

The purpose of a focus group session is similar to the written needs assessment because you are seeking to understand your customer’s most important needs or expectations. It differs from the written survey because your focus group participants will share their needs and expectations and you will have the ability to ask questions to clarify their responses. Through a facilitated process, the group will list needs and expectations and then prioritize this list to identify their top priorities. You will then determine what they want you to keep doing, what you could improve upon and how they will measure your success.

### Focus Group Process

#### 1. Preparing for the focus group session:

When you are preparing to invite customers to a focus group session, you will need to consider:

- **How many customers do you want to include?**

An ideal size for the group would be about 15-20 participants.

- **Do you have different types of customers?**

The most effective focus session would be limited to a specific customer group. If you hold one focus session for all your customer groups, larger attendance from one group may slant the discussion in one direction. When the Agricultural Commissioner scheduled focus groups sessions, they held separate sessions for growers, exporters, nurseries, etc.

- **Which customers do you invite to attend?**

You may want to extend an invitation to all of your customers in the customer group. Often, you will only have a small percentage that will plan to attend. You do run the risk, however, of having a very large group attend. An option for keeping the groups small would be to select people to invite by random sample (i.e. a random sample of 10% of the customer group).

- **How do you invite the customers?**

Sending an invitation by letter is the most common option. If you send a letter, it would be helpful to ask for an RSVP by a certain date. This allows you to anticipate the number of people who might attend. Another option could be an invitation by phone. This option allows you to answer questions the customer might have about the focus group session and provide an RSVP at the same time. Be sure to allow ample time for the customer to receive the invitation and make plans to attend.

## **2. Conducting the session**

- You will want to begin the session by thanking the participants for attending and explaining that their input helps the department plan for the future.
- Have the participants work in small groups (3-4 people) to spend some time talking about what they need from the department. If participants want to share issues or concerns, ask them to discuss the concern in terms of what they would like it to be (unmet need) rather than what is not working (i.e. complaints or war stories). This prevents the focus session from simply being a gripe session. Fifteen minutes is probably enough time for this discussion.
- Ask each group to list the needs they discussed. To make sure each group has a chance to share ideas, ask each group to share one idea and then move to the next group. Continue this process until all needs have been shared. While the groups are sharing the needs they discussed, staff will capture each need on easel sheets in large enough print for the full group to see.
- The next step in the process is to identify the most important needs on the list. The most effective method for doing this is a technique called multivoting. See Page 4 for instructions on multivoting.
- Your goal will be to identify three to five of the most important customer needs. *(Note: if you are conducting separate sessions for each of your customer groups, you are likely to find that there will be prioritized needs that are common to your different customer groups. When this occurs, these will be the needs you want to focus on first since meeting the need will satisfy multiple customers.)*

- When the group has selected the three to five most important needs, you will then address each one separately starting with the most important need.
- Have the group brainstorm answers to following questions:
  - Of this need, what is the department currently doing well to meet the need? *Capture all of the responses from the group on easel sheets.*
  - How could the department improve in meeting the need?
- How would you measure our success in meeting the need? *If the group is uncertain what this means, an example of the measurement for quick response might be 24 hours.*
- When you have discussed the question for each of the three to five most important needs, you are ready to conclude the session. Explain to the group how you will use this information and thank them for their time.

### **3. Next Steps**

- Once you have captured the information from the focus group sessions, you will now need to develop an action plan for addressing the needs. Decide which needs you can address and develop an action plan for improvement. *(To assist you in developing your action plan, see Tab 10 Section H.)*
- You will want to keep your customers informed of changes you have made to address their needs. A letter from the department head or a newsletter announcing changes will let your customer know you take their feedback seriously and you are working to make improvements.
- It is important to remember that customer needs change over time. It will be important to conduct focus groups sessions in the future to check back in with your customers to confirm whether their most important needs have changed or remained the same.



## MULTIVOTING

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- **Why use it?**

To reduce long lists with a quick, simple method.

- **What is it?**

A structured, private voting method for narrowing down a list of items.

- **How is it done?**

1. Brainstorm a list of items (refer to Brainstorming).
2. Combine similar ideas with the consent of the originating authors.
3. Label each final item with a letter of the alphabet.
4. Assign each member with a number of votes equaling approximately one-third the number of lettered items. For example – if there are 21 lettered items, assign each person seven (7) votes.
5. Distribute one small (1"x2") post-it note per vote assigned to each person (i.e. if seven votes are assigned, distribute seven post-its to each person).
6. Have each person list one letter on each post-it:

1<sup>st</sup> post-it: A  
2<sup>nd</sup> post-it: G  
3<sup>rd</sup> post-it: M

Participants are limited to the assigned number of votes, however, they may assign their votes as they choose. For example, if an item is very important to them, they can choose to vote for that item more than once. A person may decide to give all seven votes to one item. If this is the case, they would write the same letter on all seven post-its. Another person may decide to give three votes to one item and four individual votes to four other items:

1<sup>st</sup> – 3<sup>rd</sup> post-its: A  
4<sup>th</sup> post-it: E  
5<sup>th</sup> post-it: G  
6<sup>th</sup> post-it: M  
7<sup>th</sup> post-it: R

Hint: Some letters may look similar when hand written such as I and H. If participants are selecting these letters, have them underline the letter to clearly mark the intended selection.

7. When all voting is completed, ask a group member(s) to collect the post-its and post on the list next to the appropriate letter.
8. Calculate the total votes per lettered item and record the total next to each item. This allows you to remove the post-it notes. Be sure to set them aside in the event there is a question about the scoring.
9. Review the prioritized items with the group.

- **Next steps?**

Select an item for an improvement opportunity; topic for discussion; or action plan activity.



**STANISLAUS COUNTY CUSTOMER SATISFACTION SURVEY  
FOR THE  
[DEPARTMENT NAME]**

Purpose of visit:

	Strongly Disagree				Strongly Agree	Does Not Apply
	1	2	3	4	5	
It was easy to do business with the department.						
Staff were courteous and respectful.						
Staff were willing to help me.						
Staff provided service in a timely manner.						
Staff communicated with me in terms I understand.						
Staff had the knowledge to answer my questions.						
Staff conveyed a positive attitude.						
The department had staff available to help me.						
Overall, I am satisfied with the services (and/or information) I received from the department.						
Overall, I am satisfied with my experience in this department.						

Name of employee who served me \_\_\_\_\_ **See other side for comments**  
(optional) (optional)



**STANISLAUS COUNTY CUSTOMER SATISFACTION SURVEY  
FOR THE  
[DEPARTMENT NAME]**

Purpose of visit:

	Strongly Disagree				Strongly Agree	Does Not Apply
	1	2	3	4	5	
It was easy to do business with the department.						
Staff were courteous and respectful.						
Staff were willing to help me.						
Staff provided service in a timely manner.						
Staff communicated with me in terms I understand.						
Staff had the knowledge to answer my questions.						
Staff conveyed a positive attitude.						
The department had staff available to help me.						
Overall, I am satisfied with the services (and/or information) I received from the department.						
Overall, I am satisfied with my experience in this department.						

Name of employee who served me \_\_\_\_\_ **See other side for comments**  
(optional) (optional)



If you were satisfied with your experience or the service from the department, please tell us what we did well:

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If you were not satisfied with your experience or the service from the department, please tell us how we can improve:

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If you were satisfied with your experience or the service from the department, please tell us what we did well:

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If you were not satisfied with your experience or the service from the department, please tell us how we can improve:

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## Q.U.I.C. PROCESS IMPROVEMENT Question, Understand, Identify and Change

---

### **BACKGROUND**

In 1993, Stanislaus County began its Journey towards Excellence. Our vision is to be “a County that is respected for its service in the community and is known as the best in America.”

According to W. Edwards Deming, one of the original management consultants who introduced the quality movement and who helped the Japanese manage their companies much more successfully following World War II, 20-40% of our everyday work is lost due to the following reasons:

- Re-work
- Time delays
- Duplication
- Variation
- Waste

He refers to this 20-40% as the hidden cost of doing business because it is usually not calculated into our products and services. He also believes that by reviewing processes for these five areas, not only can the process be improved, but the company can save up to 20-40% of their operational costs.

Stanislaus County has developed a method to evaluate work processes to determine where problems exist and identify ways to improve the efficiency of the process.

### **Q.U.I.C. – THE FOUR STEPS**

- **Question** the process. Why does it exist? Can it be changed?
- **Understand** the process by diagramming the flow of the process, understanding and listing the problems and quantifying the effects. For example; an Account Clerk II @ \$13.80 for 6 hours each day.
- **Identify** solutions to the problem(s) and what would work to fix the problem(s). Be sure to calculate the costs and benefits of the process and determine if the process should continue.
- **Change** what is not working. Put the new process in place and monitor the performance. Remember to report the results, so that you get credit for your work and others can benefit from your knowledge.

## **GENERAL GUIDELINES FOR SELECTING A PROCESS**

1. It is based on customer service needs and is important to the organization.
2. It is fairly simple with a clear beginning and ending point.
3. It is not being studied by another group.
4. It is not undergoing any changes now or in the near future.
5. It is within the control of the group that can make the improvements (i.e., the managers, supervisors and employees will work together to implement needed changes).

## **Selecting a Process for the Board Priority of Efficient Delivery of Public Services**

1. It involves multiple steps.
2. It involves critical functions of your department.
3. It is discussed as service areas in your budget narrative.
4. It involves the primary responsibilities of your department.

For example, the most important processes identified for the Assessor's Office are value property, create parcel maps, and the appeal process.

### **Step 1 – Question - Basic Assumptions (“Why”)**

1. “Should this process exist at all,” should be the starting point for each process under consideration.
2. If the process is not mandated by law or regulation, it is a candidate of elimination.
3. What is the benefit of the process, what is its purpose?
4. Why was the process created? Who created the process?
5. If the process did not exist, how would it affect customers, staff or the work product?

If the process is within the control of the organization, it has little or no benefit, no one knows why the process was created or it was created for conditions that do not exist anymore and it does not adversely impact customer service ... eliminate it!

## **Step 2 – Understand - Creating a Process Flowchart, Identifying Problems and Effects (“What”)**

### **Flowcharting**

Flowcharting is a technique that creates a visual picture showing the major steps of a process in the sequence they occur. It also includes important details (such as transportation between work sites, input of information into a database or manual paper processes). When flowcharting, there needs to be a balance between detail and speed. It is important to capture enough information to be useful, but not so much information that it becomes tedious or bogs the process down. See **HANDOUT** of standardized flowchart symbols on Page 9.

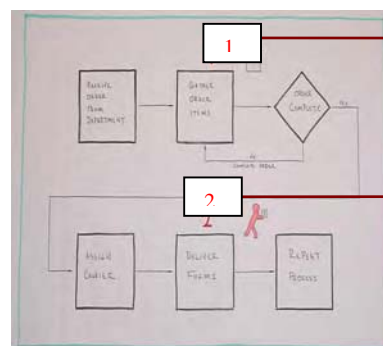
1. Draw what happens using the symbols on your handout. Each step in the process will be represented by either a box (action step) or diamond (decision point). You can use 3x3 Post-it notes when brainstorming the process steps; they can easily be moved.
2. Note the position title of the person who does each step.
3. Include additional information on the flowchart as needed.

### **Identifying Problems**

Look at the flowchart and identify problem areas and write a problem statement for each. When writing problem statements, remember to use non-value based language. For example, “seven forms, or several forms are used,” instead of “too many forms are used.”

**Problem Statement:** A problem statement identifies any problems(s) in the existing process including any obstacle that prevents effective and efficient service: re-work, redundancies, time delays or bottlenecks, process or communication gaps, inability to access information, duplication of efforts, multiple hard copies generated, excessive wait time, or a manual process which could be automated.

1. Identify each problem in the flowchart by placing a number next to the activity box.
2. Record the numbers for each problem on a new easel sheet and articulate the problem in a statement.
3. Repeat Steps 1 & 2 for all problems identified.



<b><u>Problem Statement</u></b>
<b>1. Approximately 15 forms are used.</b>
<b>2. Delivering forms manually takes up to six hours each day.</b>

## Identifying Impacts

When quantifying effects, be as accurate as possible and list your assumptions; that way if there is an issue with the calculations it is defensible. Impact statements describe the impacts of the problems. There are two types of impacts - Qualitative effects that can be measured in some form, and Quantitative effects, those that cannot be quantified, but may be equally as important.

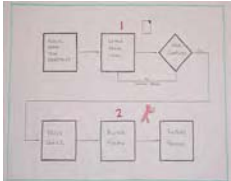
- **Quantitative**, also known as **hard costs**, are measured in time (hours, days, weeks, months) or dollars (cost of staff, materials, vehicles, facilities, etc.)
- **Qualitative**, also known as **soft costs**, are measured in quality of work, customer service, service delivery delays and/or employee satisfaction.

Remember to identify costs:

- Within the department, (or in a case where a department's customer is another department, within the County).
- Throughout the organization (where a process has an effect on all departments).
- Outside businesses/agencies as well as to the public (where a department deals strictly with the public, such as Public Works).

Use organizational wide standards when possible—mileage rate, copy costs, and salary at mid-point, not including overhead.

1. For each problem statement number, write a cost statement detailing the impact of the problem.
2. For staff costs, include the number of occurrences, the working titles of staff, their time involved, and their hourly wage.
3. For other associated costs, include the cost of the activity or item.
4. For customer satisfaction, list the current level or change in level. If the level is not yet available, list customer comments.



**Problem Statement**

1. Approximately 15 copies are used each day.

2. Admin Clerk III must manually deliver forms – takes up to six hours each day.

**Effects Statement**

**Problem statement #1:**

15 copies -	\$1.50 each
x	260 (days)
<b>total -</b>	<b>\$5850 yearly cost</b>

**Problem Statement #2:**

Admin. Clerk III -	6 hours per day spent on inefficient process
<b>total -</b>	<b>1560 hours per year</b>

### **Step 3 – Identify - Potential Solutions and the Cost/Benefit Analysis (“How”)**

Possible solutions for each problem shown in the flow chart are identified next. This information is used to form the basis for initial recommendations, cost benefit analysis, and final recommendations. There should be consensus on all solutions.

Possible solutions may include:

#### **1. Process solution opportunities includes the elimination of unnecessary process steps:**

- Are there any places where the existing process can be changed?
- Are there opportunities for eliminating operational silos?
- Are there instances where the implementation of new policies or practices would enforce communication and information sharing?

#### **2. People solution opportunities includes people, policy and procedure changes:**

- What would impact our vision (big picture)?
- What would support interdepartmental and intradepartmental collaboration?
- What opportunities are there to enhance standard operating procedures & management policies?
- How could we empower staff with professional development, training and growth?

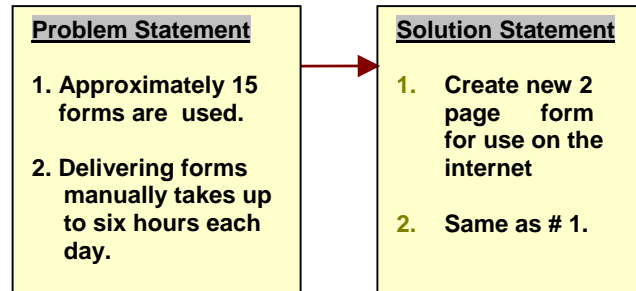
#### **3. Information technology solution opportunities includes the introduction of technology:**

- Are there any parts of the process where the lack of IT is a source of inefficiency?
- Are there instances where establishing guidelines and/or standards would enhance the process?
- Are there any opportunities for IT Integration?
- Are there any bottlenecks or inefficiencies that would be resolved via the elimination of redundant data processing and duplicate data entry? Redundant data entry can often be resolved with enterprise solutions that integrate several systems.
- Are there any IT/e-government strategic solutions?
- Are there opportunities for web-enabled internal applications?
- Are there cases where web-enabled service delivery applications would enhance customer service?

Example of Solution Statement:

Solution:

1 & 2. Create a new 2-page form for use on the Intranet.



**Identify Benefits**

Now we're ready to compare the costs of solution(s) to the financial benefits of solution(s) over a period of time (i.e., the cost/benefit ratio). This ratio estimates the financial impact of any solution.

If the solution(s) can pay for itself in 3 years or less, it would be a viable solution to present to key decision-makers of the organization for consideration.

Calculate Costs and Benefits for a 1-year period for consistency in reporting. **Benefits must always be divided by costs.**

Note: Do not overlook customer satisfaction solutions.

**To calculate the cost/benefit ratio:**

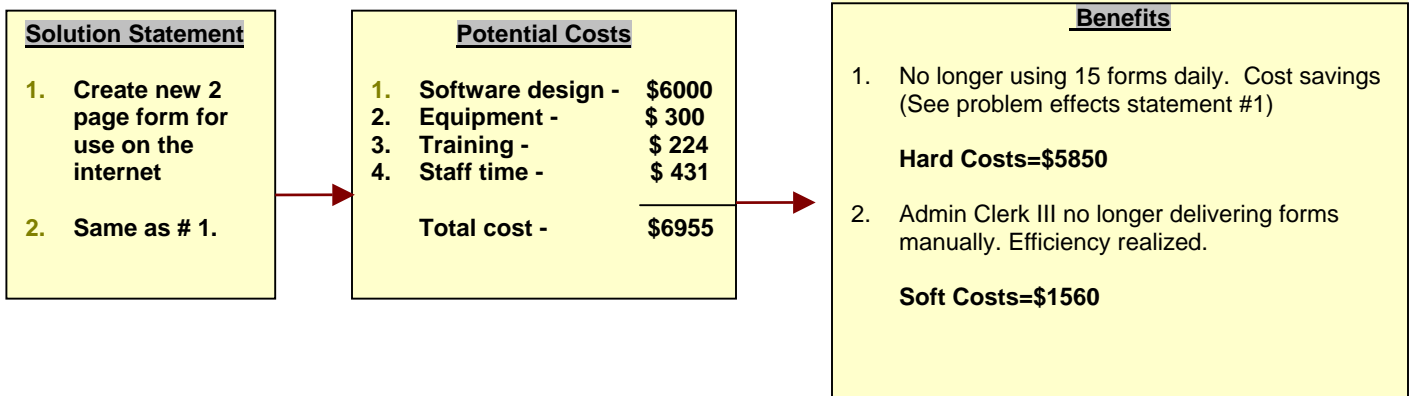
1. Identify the costs associated with implementing the solution(s). Costs could include labor, service fees, materials, utilities, storage, and license fees. Determine all the costs for each solution over the period of one year.
2. Identify the benefits from instituting the solution(s).

**Hard costs may include:**

- Labor/salaries
  - Service fees
  - Materials used
  - Utilities
  - Storage fees
  - License fees
- 
- You can include as a benefit, soft costs such as staff time efficiencies due to the new solution. However calculate this in staff hours, not actual dollar amounts. Also when reporting your results, indicate how the staff time efficiency has benefited the department and/or the public.

**Soft costs may include:**

- Improved turnaround time
- Improved employee satisfaction
- Improved employee relationships
- Improved output
- Reduced absenteeism
- Reduced employee turnover
- Reduced employee complaints



3. To calculate the cost/benefit ratio: Ratio is used to determine the length of time a solution would take to pay for itself.

**Cost/Benefit Analysis**

**1. Determine ratio:**

$$\text{Ratio} = \frac{\text{Benefit}}{\text{Solution cost}} = \frac{\$5850}{\$6955} = .841 \text{ (ratio)}$$

**2. Determine solution payback time:**

$$\frac{12 \text{ months}}{\text{ratio}} = \frac{12}{.841} = 14.27$$

**3. Recommendation:**  
 The solution payback time would be just over 14 months. This would be a solution to present to your key decision-makers.

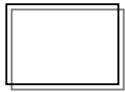


#### **Step 4 – Change/Improve – Implementation (“What Can This Become”)**

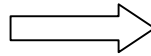
Once the solutions are identified and approved, develop a plan of action to include:

- The action to be taken;
- The date the action is to be completed;
- Who will be responsible for implementation;
- The method and resources that will be needed;
- Any special needs or training that may be involved; and
- The method of measuring progress and results.

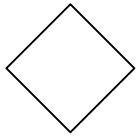
# Flowchart Symbols



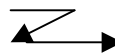
**Box - shows action steps in process**



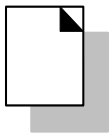
**Arrow - shows the direction of the process steps**



**Diamond - shows a decision point with a yes/no answer**



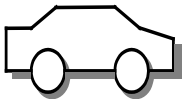
**Electronic Arrow - shows the direction of electronic information flow**



**Hardcopy Document (H.C.) symbol: used to show a hardcopy such as a form, a fax, etc.**



**Person symbol: customer symbol, use to indicate customer coming to the County to initiate or receive services.**



**Car symbol: used to indicate a step in the process carried out by automobile, or movement of information by automobile.**



**Anchor symbol: Used to indicate an instance where there is a delay in the process**



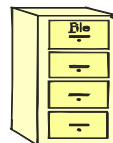
**Existing Database symbol: used to indicate an existing database and the name of the database.**



**Running Person symbol: indicates that information must be hand carried from step to step in the process.**



**Telephone symbol: the telephone symbol indicates that a phone call must be made in order to continue the process.**



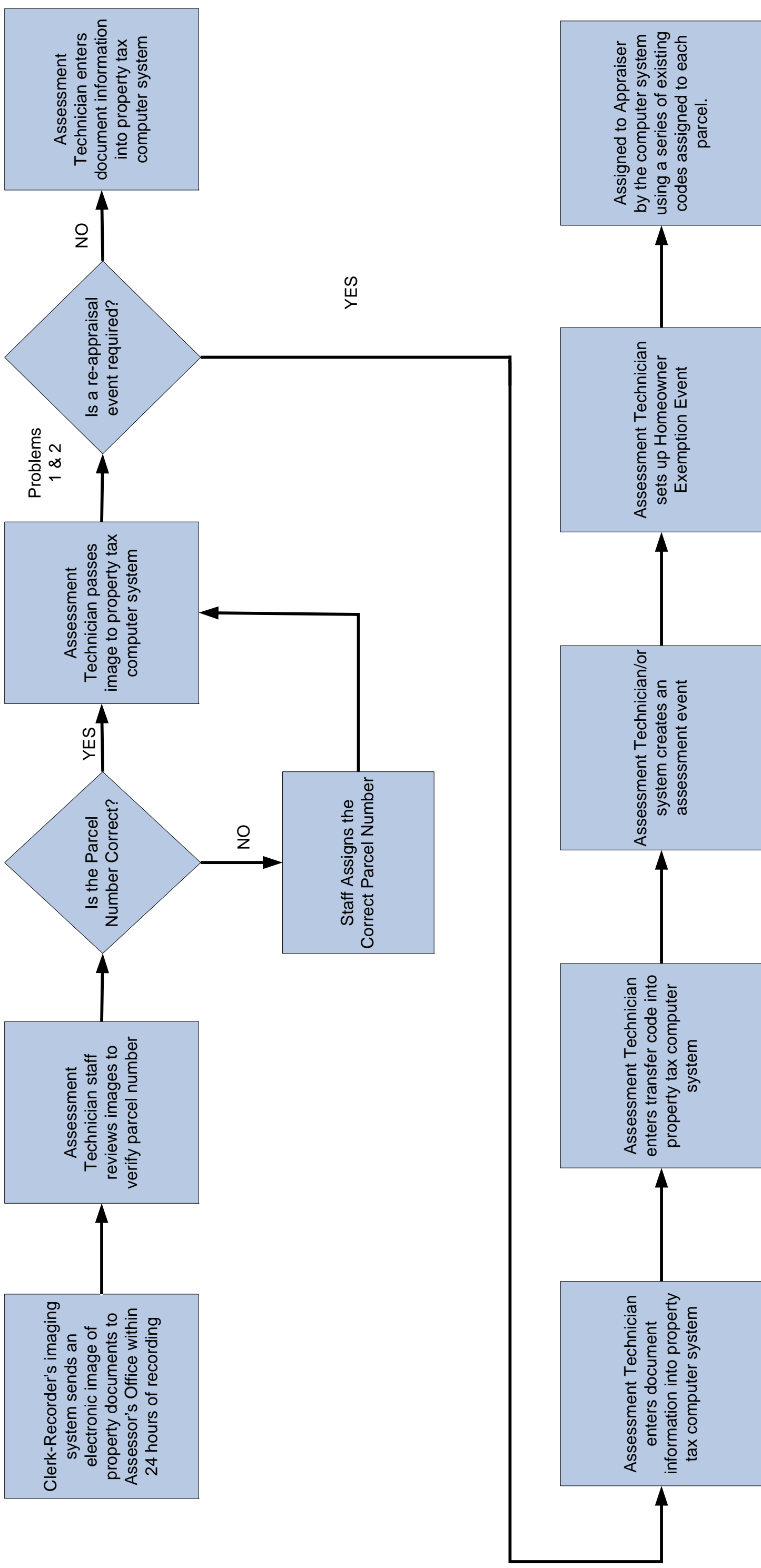
**File Cabinet symbol: indicates where information must be stored for a specific period.**



**Clock symbol: this symbol indicates there is a time constraint, such as paperwork must be completed by a certain time or date.**



# PROCESSING PROPERTY TRANSFER DOCUMENTS





## ASSESSOR'S PROCESS EXAMPLE

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### **Problem Statements**

1. There is a six-month delay in determining reappraisal event due to a conflict between assessment year and lien year.
2. Each image is finalized before moving on to the next image.

### **Impact Statements**

Problem Statement #1 – Impacts:

1. Customer satisfaction is impacted by:
  - New owners receiving tax bills under prior owner's name creating confusion (this results in between 550 and 750 customer calls per year)
  - Prior owners receive tax bills which may result in untimely payment of bill and penalty payment when bill is finally paid

Financial impacts:

- Delay in collection of supplemental taxes

Problem Statement #2 – Impacts:

2. Includes all of impacts listed in impact #1 and creates inefficiencies in appraiser workload

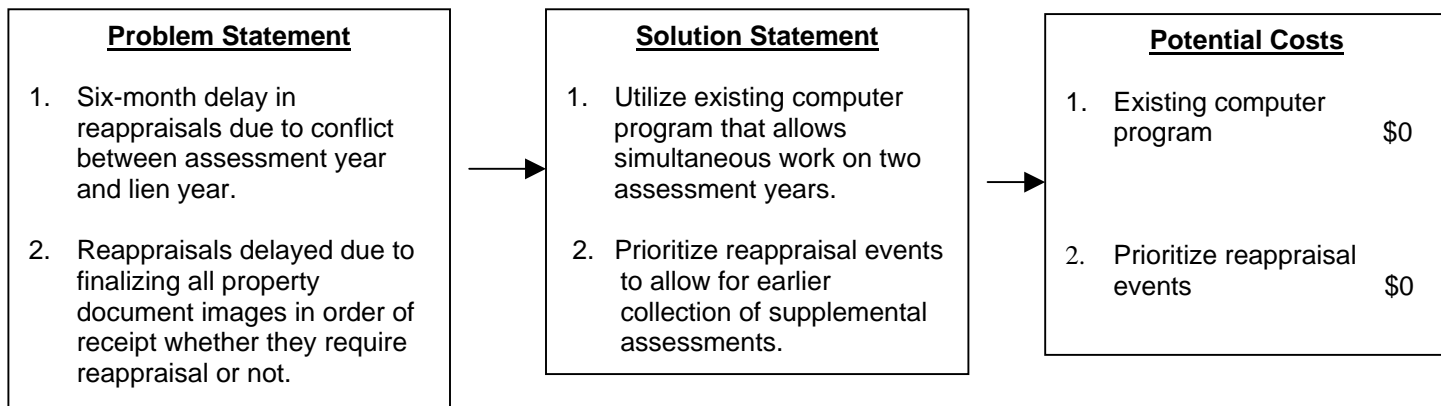
### **Solution Statements**

Problem Statement #1 – Solutions:

1. Utilize existing computer program that allows two assessment years to be worked on simultaneously to eliminate six-month delay.

Problem Statement #2 – Solutions:

2. Implement a method for prioritizing reappraisal events that diverts non-reappraisal events to a pending file for processing at a later time.



Problem Statement #1 – Benefits:

1. There is a four-month period where new owner's names are not entered and therefore tax bills are sent in the prior owner's name. While this meets legal standards, improving the situation would result in the following savings:

**Assumptions**

- 550 and 750 calls per year during a four month period, or between 137.5 and 187.5 calls per month
- Calls last anywhere from 15 to 120 minutes, or an average of 67.5 minutes each (or 1.125 hours)
- Each call begins with an Assessment Technician, go to an Appraiser, and to a Senior Appraiser and may end with a Supervising Appraiser
- On average the Assessment Technician or Supervising Technician may spend 5 to 10 minutes (7.5 minutes average) with the average salary at \$23.96 per hour
- The remainder of the time (60 minute average) the customer would be speaking to an Appraiser, Senior Appraiser, or a Supervising Appraiser with an average salary of \$38.34 per hour
- Therefore -  
7.5 minutes X 40 cents per minute = \$3  
60 minutes X 64 cents per minute = \$38.40  
Total cost per customer per call is \$41.40

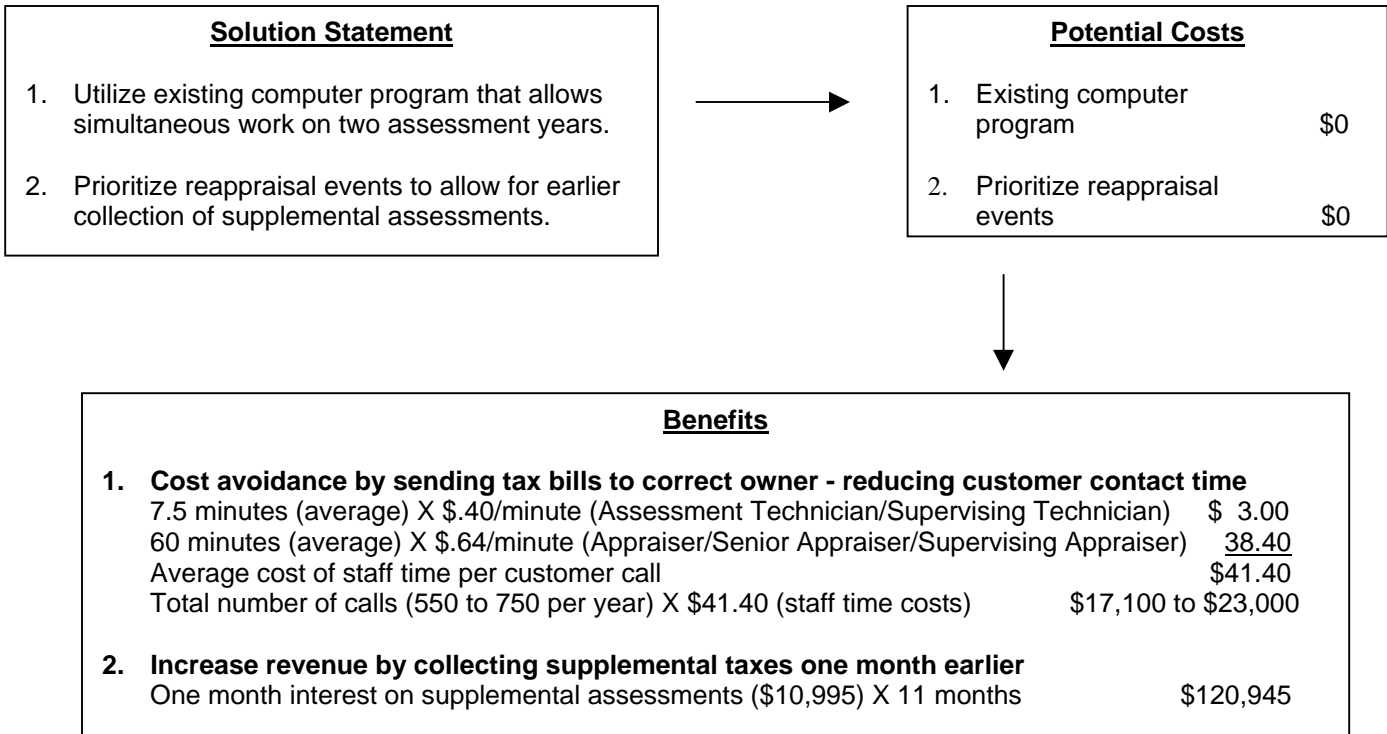
**Conclusion**

By advancing the change of ownership entry into the Assessor's computer system by one month the Assessor's office should save between \$5,700 and \$7,700 per month. The optimum advancement of the change of ownership should be three months and the cost avoidance of excessive customer contact should be between \$17,100 and \$23,100.

Problem Statement #2 – Benefits:

2. For the 2004-2005 assessment year the county collected \$4,382,262 in revenue from supplemental assessments. Supplemental bills are sent and collected monthly. Each month's revenue for supplemental assessment earns approximately \$10,955 in interest. By advancing the collection date for supplemental assessments by one month the county could earn an additional \$120,945 in annual interest (which is more than the starting salary of two Deputy Sheriffs).

3. Improved customer satisfaction



# BEFORE AND AFTER PROCESS IMPROVEMENT TEMPLATE



INSERT NAME OF YOUR DEPARTMENT  
 INSERT NAME OF THE PROCESS  
 INSERT EFFECTIVE DATE  
 PLEASE REMOVE TEXT BOX AT TOP

BEFORE	AFTER

QUANTITATIVE OUTCOMES	
BEFORE	AFTER

QUALITATIVE OUTCOMES



**CHIEF EXECUTIVE OFFICE  
NEW HIRE PAPERWORK WEBSITE  
MARCH 2007**

BEFORE	AFTER
<ul style="list-style-type: none"> <li>• New Hire Checklist Form was outdated and difficult to read.</li> <li>• Each payroll clerk had to find and keep track of 44 separate forms.</li> <li>• Each payroll clerk had to develop a system for tracking the forms on their personal computer.</li> <li>• Each payroll clerk had to remember to save new forms and delete old forms.</li> <li>• Forms were not dated so it was difficult to tell if it was new or old.</li> <li>• There was no consistent method of communication to notify payroll clerks when a form changed.</li> <li>• 11 of the 44 forms were only available by calling the department and could not be obtained on line.</li> <li>• No one was responsible for the New Hire paperwork process.</li> </ul>	<ul style="list-style-type: none"> <li>• New Hire Checklist Form was redesigned to be easier to read. An explanation column was added to the form to provide the revision date and explain who needed the form and why.</li> <li>• The 44 required forms are all available on line and easily found in one location.</li> <li>• All forms are dated.</li> <li>• Payroll clerks don't have to store anything on their personal computer.</li> <li>• By using the website, payroll clerks are guaranteed that they have the most current version of a form.</li> <li>• One person is now responsible for ensuring accuracy of the forms on the website.</li> </ul>

QUANTITATIVE OUTCOMES	
BEFORE	AFTER
4 hours	38.75 minutes
<ul style="list-style-type: none"> <li>• Based on an average sampling of small, medium and large County departments.</li> <li>• Based on the hourly savings between before and after, and a mid-range hourly rate of \$21.14 per hour, this represents a dollar value savings of \$70.82 per new hire.</li> <li>• Based on 184 full-time new hires in 2006, the reduction in staff time represents an annual dollar value savings of \$13,030.88.</li> </ul>	

QUALITATIVE OUTCOMES
<p><b>Customer Quotes:</b></p> <ul style="list-style-type: none"> <li>• "This is going to be a HUGE time saver. What a treat to know the forms will be the most current and I won't have to scramble around to find the most current forms."</li> <li>• "I want to add that not only is time saved in your own department, but in the department that you had to contact to get the information. They no longer have to deal with everyone calling for updated forms and information. And there is no way to calculate, but it saves in the frustration department too!"</li> </ul>



- "This is terrific. I was always forgetting at least one form!"
- "This is wonderful. I previously had to keep all of this on my computer in the past. Now I can work directly from the website and not have to keep updating stuff. Thank you so much."
- "Everything is at my fingertips. Now I can get rid of a bunch of folders crowding my file cabinet! Thanks so much."
- "Standing ovation for this. For those of us who struggle with getting the right paperwork, this will make our lives much less complicated. Thank you very much."
- "I almost wish I wasn't retiring shortly! This is such a huge help for those of us responsible for gathering a complete packet of current forms and information."
- "This is great, as I will not have to locate saved documents and forms in different locations on my computer. I can just go to the website."
- "This certainly makes this process much easier and allows us to know what is current and needed. Kudos."
- "I feel more confident knowing that I am getting the accurate form and they are all in one spot. This is great! I love it."
- "Vast improvement. Now I know I have the most current version of the form."
- "The order of the forms on the checklist is in the same order on the website! This makes it so simple and easy. You can just go down the list. It is also good for new payroll clerks because they can familiarize themselves with the proper forms."



## PARTNERSHIP EVALUATION CRITERIA

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1. How does this partnership further a Board of Supervisors Priority?
2. What is the direct link between this partnership's outcomes and achievement of the goals associated with a Board of Supervisors priority?
3. If this partnership does not directly link to a goal or Priority, is it demonstrably necessary?
4. Do the measured results justify continuing the partnership? Highlight the need for modification? Argue for reallocating resources to other programs?
5. Is the partnership mandated?
6. Are we meeting legal requirements?
7. Are we meeting regulatory mandates?
8. Are we meeting funding requirements?
9. What opportunities are available to leverage resources?
10. How will this partnership impact other programs or partnerships?
11. If external funding is reduced or eliminated is continuation of this partnership using County funds justified?



## DESCRIPTION OF PARTNERSHIP TYPES

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### **Class A**

Shared governance of operations and resources. Equity of resource contribution is addressed and can be explained by all partners. Fiduciary risk/benefit is defined/described in legal instrument. Service/program outcomes are tracked and formally reported to BOS.

### **Class B**

Partnership is created by formal Memorandum of Understanding (MOU) or Contract specifying the terms of performance between the partners. Where these partnerships are not between public organizations, they have been preceded by an open competitive procurement process. This MOU or contract specifies scope of work, financial considerations and performance criteria.

### **Class C**

County is designated by statute to participate in or voluntarily joins community groups, councils etc., whose purpose is to address community conditions. While these groups may have by-laws, they are generally informal and the actions of the group/council or association or its collective or individual members are not subject to contractual obligations. Such groups may be recognized by the Board of Supervisors.



## EFFECTIVE PARTNERSHIP DATABASE

LOCATED ON THE COUNTY INTRANET AT:

<http://saturn/intranet/> under resources.

Stanislaus County Department of Employment Training - Partnerships - Microsoft Internet Explorer

Address: <http://192.168.11.10/partnerships/index.cfm?fuseaction=Search.Results>

Stanislaus County Effective Partnerships

Enter your search criteria below:

Search BY Department Sort BY Department

Your search returned 1127 records

To view and print a report based on your search criteria, choose the output type and click the report button. To return, click the back button on your browser.

Flash Paper(Macromedia/Adobe Flash) Report <--Click the Report Button to see the report.

NOTE: If you choose Flash Paper or PDF format and you get a pop-up message asking if you want to download then you will need to get either the free [Flash Player](#) for the Flash Paper format [HERE](#). Or the free [Acrobat Reader](#) for the PDF format [HERE](#). It is normal for the RTF and the Excel formats to ask you to open or download the file and if you open it, the proper program on your computer will display the file generated.

Department	Funding Committed	Fund Source	Class	Description	Partner Agency/Organization	Strategic Action	Time Frame
<a href="#">Aging &amp; Veterans Services</a>	\$0.00		C	<a href="#">Special Projects Partner</a>	<a href="#">AARP</a>		<a href="#">FY 0708</a>
<a href="#">Aging &amp; Veterans Services</a>	\$14,406.00	<a href="#">CDA (Federal)</a>	B	<a href="#">(Contracted Service Provider) to provide home health assistance as respite for family caregivers.</a>	<a href="#">Addus Health Care</a>		<a href="#">FY 0708</a>
<a href="#">Aging &amp; Veterans Services</a>	\$19,756.00	<a href="#">CDA (Federal)</a>	B	<a href="#">(Contracted Service Provider) to provide home health assistance as respite for family caregivers.</a>	<a href="#">Arcadia Health Services</a>		<a href="#">FY 0708</a>
<a href="#">Aging &amp; Veterans Services</a>	\$3,000.00	<a href="#">TCM</a>	B	<a href="#">Financial support (for materials only) for their volunteer program for minor home repairs and assistance for the elderly and disabled.</a>	<a href="#">Advancing Vibrant Communities (AVC)</a>		<a href="#">FY 0708</a>
<a href="#">Aging &amp; Veterans Services</a>	\$0.00		C	<a href="#">Utilization of Senior Access Team</a>	<a href="#">Behavioral Health &amp; Recovery Services (BHRS)</a>		



# IMPLEMENTING THE PLAN

## Organization Level Planning

Board of Supervisors  
Priority

Board Priority  
Goal

Priority Goal  
Measure

## Department Level Planning

Department  
Goal #1

Department  
Goal #2

Division  
#1 Goal

Division  
#2 Goal

Division #3  
Goal

Division  
#4 Goal

Unit #1  
Goal

Unit #2  
Goal

Unit #3  
Goal

Unit #4  
Goal

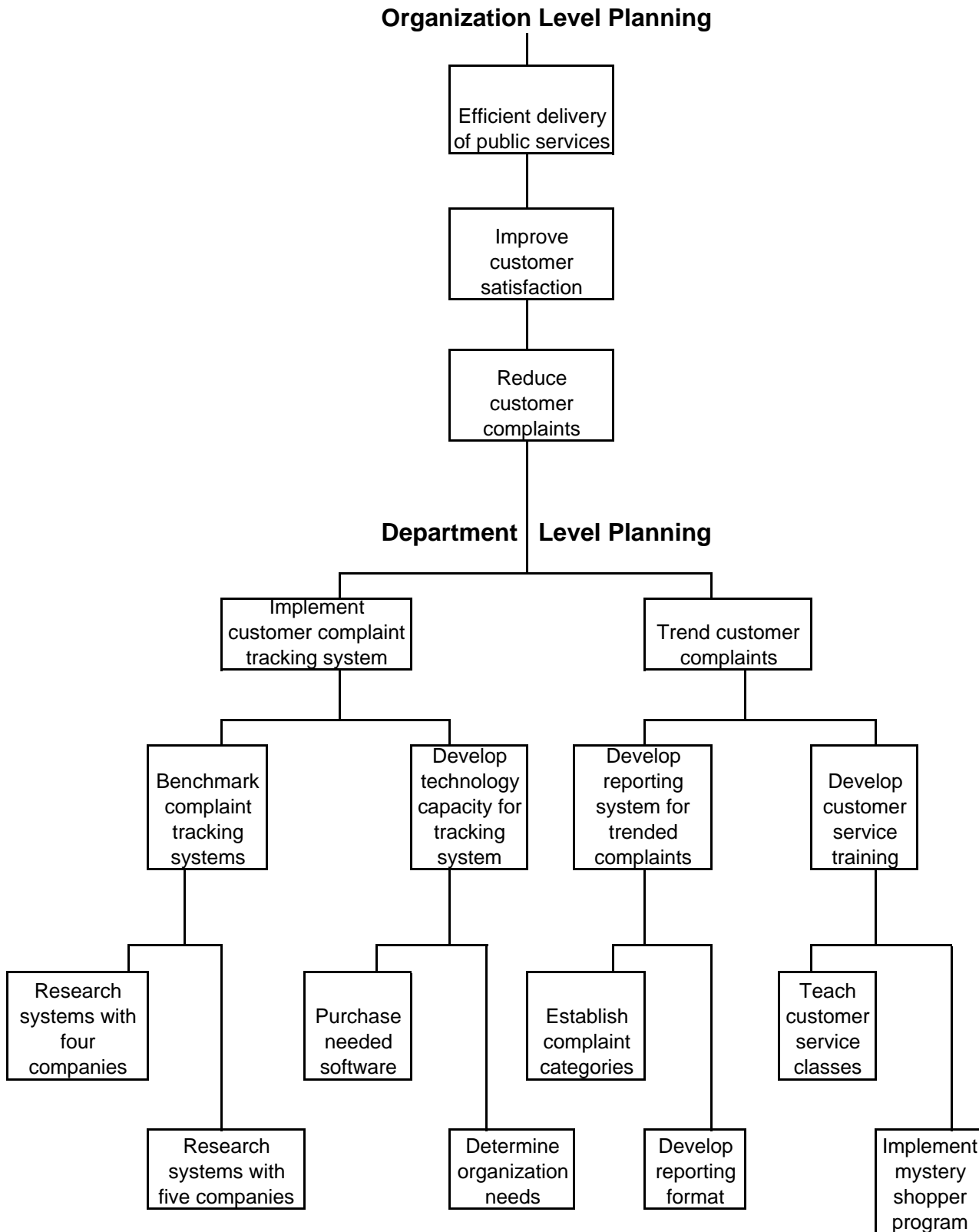
Unit #5  
Goal

Unit #6  
Goal

Unit #7  
Goal

Unit #8  
Goal

# IMPLEMENTING THE PLAN (EXAMPLE)





## ACTION PLAN

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Most employees are skilled in identifying work priorities and the goals required to support the successful achievement of their priorities. It can be common for day-to-day tasks to take precedence and the goals fail to be implemented. This often occurs because there is no structure or method for keeping staff focused and on track for achieving the goals.

An effective method for developing this structure is to prepare an action plan for each goal. The action plan is completed with the following steps:

1. Identify the Board priority supported by your department.
2. Identify an strategic priority supported by your department.
3. List a goal that supports department's strategic priority and the Board priority.
4. Answer the question - Why is this goal important in helping to accomplish the department's strategic priority and the Board priority?
5. Identify your expected outcomes over a period of time (i.e. 12 months, 2 years, 3 years). This should be reported in quantifiable outcomes such as percentages, ratios, numbers, dollars, etc. By identifying your expected outcomes, you will have a better idea of what steps you need to take to achieve the outcomes.
6. Describe how the goal will be accomplished. (While you have identified expected outcomes for a three-year period, you will want to focus on action steps for a twelve-month period. At the end of the first twelve months, you will complete a second action plan. The second plan will keep the same information contained in steps 1 – 5 and will list the action steps you will take for the next twelve months.)

Your action steps should include:

- Specific action steps
  - Who will be responsible for each step
  - What are the timelines for each step
  - What resources, if any, are needed for each step
7. At the end of twelve months, you will report your actual outcomes.
  8. Lessons learned should be a discussion of:
    - What contributed to your success?
    - What barriers prevented you from completing your action steps?
    - What caused your actual outcomes to be different than your expected outcomes?

This information is helpful in making needed adjustments to your expected outcomes and developing your action steps for the next twelve months.



**ACTION PLAN (YEAR)**

**BOARD PRIORITY:** ①  
**(DEPARTMENT NAME) STRATEGIC PRIORITY:** ②

PURPOSE	GOAL	ACTION PLAN	EVALUATION & LESSONS LEARNED
<p>Why is this departmental goal important in helping to accomplish the department's strategic priority and the Board priority?</p> <p style="text-align: center;"><b>4</b></p>	<p>What is the departmental goal? (Is it clear to the Board, (<i>department name</i>) staff and our customers?)</p> <ul style="list-style-type: none"> <li>• List the goal</li> <li>• List the expected outcome(s)</li> </ul> <p style="text-align: center;"><b>3</b></p>	<p>How will the goal be accomplished?</p> <ul style="list-style-type: none"> <li>• <u>List</u> action steps</li> <li>• <u>Who</u> will be responsible</li> <li>• <u>What</u> are the timelines</li> <li>• <u>What resources</u>, if any, are needed</li> </ul> <p style="text-align: center;"><b>6</b></p>	<p><u>Evaluation:</u> For each goal, how will the Board, (<i>department name</i>) and customers know we are successful? What outcomes have been achieved? What lessons have been learned? How will our outcomes and lessons learned be shared?</p> <p>Actual Outcomes: <b>7</b></p> <p>Lessons Learned: <b>8</b></p>
<p style="text-align: center;"><b>4</b></p>	<p>Expected Outcomes: <b>5</b></p>	<p style="text-align: center;"><b>6</b></p>	<p>Actual Outcomes: <b>7</b></p> <p>Lessons Learned: <b>8</b></p>

**ACTION PLAN (YEAR)**

**BOARD PRIORITY:  
(DEPARTMENT NAME) STRATEGIC PRIORITY:**

PURPOSE	GOAL	ACTION PLAN	EVALUATION & LESSONS LEARNED
<p>Why is this departmental goal important in helping to accomplish the department's strategic priority and the Board priority?</p>	<p>What is the goal? (Is it clear to the Board, (department name) staff and our customers?)</p> <ul style="list-style-type: none"> <li>List the goal</li> <li>List the expected outcome(s)</li> </ul>	<p>How will the goal be accomplished?</p> <ul style="list-style-type: none"> <li>List action steps</li> <li>Who will be responsible</li> <li>What are the timelines</li> <li>What resources, if any, are needed</li> </ul>	<p>Evaluation: For each goal, how will the Board, (department name) and customers know we are successful? What outcomes have been achieved? What lessons have been learned? How will our outcomes and lessons learned be shared?</p>
<p>Expected Outcomes:</p>	<p>Expected Outcomes:</p>	<p>Actual Outcomes:</p>	<p>Actual Outcomes:</p> <p>Lessons Learned:</p>

**BOARD PRIORITY:** Efficient delivery of public service

**DEPARTMENT STRATEGIC PRIORITY:** Improve customer satisfaction

PURPOSE	GOAL	ACTION PLAN	EVALUATION & LESSONS LEARNED
<p>Why is this department goal important in helping to accomplish the department's strategic priority and the Board priority?</p>	<p>What is the departmental goal? (Is it clear to the Board, XYZ Department staff and our customers?)</p> <ul style="list-style-type: none"> <li>List the goal</li> <li>List the expected outcome(s)</li> </ul>	<p>How will the goal be accomplished?</p> <ul style="list-style-type: none"> <li>List action steps</li> <li>Who will be responsible</li> <li>What are the timelines</li> <li>What resources, if any, are needed</li> </ul>	<p>Evaluation: For each goal, how will the Board, XYZ Department staff and customers know we are successful? What outcomes have been achieved? What lessons have been learned? How will our outcomes and lessons learned be shared?</p>
<p>To know what our customers expect of us</p> <p>To be able to make improvements based on customer feedback</p>	<p>Conduct an annual customer satisfaction survey</p> <p><u>Expected Outcomes:</u></p> <ol style="list-style-type: none"> <li>Develop a baseline satisfaction level by July, 2006</li> <li>Improve the baseline results by 10% per year for the next 3 years</li> </ol>	<ol style="list-style-type: none"> <li>The Leadership Team, led by the Department Director, will determine the customer groups and numbers that will be surveyed by March, 30, 2006. Labor time: 2 hours x 90 leaders.</li> <li>The XYZ Department Marketing Representative will partner with the outside agency "Company ABC" to create a generic customer satisfaction survey by March 30, 2006. Labor time: 8 hours; survey costs: \$15,000.</li> <li>All staff will be notified about the survey process by the Department Director via an email memo by April 1, 2006. Labor time: 1 hour x 1 department director and administrative assistant.</li> <li>The survey will be distributed by Company ABC by April 15, 2006; and tabulated by June 1, 2006.</li> <li>Company ABC will review the survey results with the XYZ Department Executive Team by July 1, 2006. Labor time: 2 hours x 8 team members</li> <li>Executive Team will develop an action plan to respond to survey results September 1, 2006. Labor time: 4 hours x 8 team members</li> <li>Executive Team will facilitate staff meetings to review the survey results and the action plan for feedback by October 1, 2006. Labor time: 2 hours x 850 employees</li> <li>Executive Team will incorporate trended feedback into the action plan; schedule the implementation of the action plan and notify staff via email by November 1, 2006. Labor time: 2 hours x 8 team members</li> <li>A second customer satisfaction survey will be distributed by Company ABC by April 15, 2007 and tabulated by June 1, 2007.</li> </ol>	<p><u>Actual Outcomes:</u></p> <ol style="list-style-type: none"> <li>Customer satisfaction survey conducted on April 15, 2006 and satisfaction rating was 77%.</li> <li>Second customer satisfaction survey conducted on April 15, 2007 and satisfaction rating was 81%.</li> </ol> <p><u>Lessons Learned:</u></p> <p>When we conducted our customer survey, we treated all customers equally. We have since learned that different customer groups have different needs and we believe different levels of satisfaction. By not segmenting our customers, we are losing valuable customer feedback. In the coming year, we will gather information by customer segments to improve our understanding of our customers and look for ways to better meet their needs.</p>



## GOALS AND PERFORMANCE MEASURES

### BOARD PRIORITY

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

### A safe community

#### PRIORITY TEAM

- Animal Services
- Chief Executive Office—Office of Emergency Services/Fire Warden
- District Attorney
- Probation
- Public Defender
- Sheriff

#### GOAL 1

### Coordinate stable funding and operational issues across all public safety agencies

#### MEASURE 1

Increase stable funding across all public safety agencies.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Establish baseline;	Review of budgets of public safety departments within this County, and in our comparison counties, of Fiscal Year 2004-2005.
Establish benchmarks;	Unable to find any county or public sector group that has established a formal model or even attempted to establish such a formula.
Develop a Conceptual Funding Model	Attempted to establish a conceptual model that would show a predictable relationship for allocation of funding between the agencies in public safety.
Review State Code/Statutes for fines/forfeitures	Data has been collected and reviewed. This includes fine and fee data for a number of other counties. The data was collected by Chief Executive Office staff and distributed to each of the departments in the priority team. The data is available from all of the above.
Review Countywide fee structure and breakdown of how fees are distributed.	Each Department will review annually and, as appropriate, bring before the Board or the Court a request to make fee or fine adjustments. A comprehensive fee schedule comparing Stanislaus County other counties will be prepared.

**LESSONS LEARNED**

There are no industry-wide standards that support a conceptual funding model to show a direct and predictable correlation between funding of one member of the criminal justice system and another. The Safe Community team will continue to work toward development of a funding model for at least one more budget cycle to determine if it is feasible and reflective of a realistic financial and operational relationship between the departments. The group is not in favor of relying on a funding model alone but believes that greater cooperation among the safe community departments will more realistically achieve the Board’s priorities.

We will expand a Public Safety Committee to include all A Safe Community departments. This Committee will meet regularly to review issues and consider future budget requests. Coordination and discussion among the County departments in the public safety sector creates a better understanding of how funding and staffing in one department will directly affect the efficiency and productivity of the other departments.

In the year since these goals and measures were adopted by the Board, there have been significant changes in the criminal justice field. Over 50% of the team membership has changed, and there are operational issues that have risen to the forefront across all law enforcement agencies. These issues primarily relate to a critical loss of personnel and major challenges in recruiting qualified candidates, training them and retaining them. This has become the primary goal for law enforcement agencies in this County.

**MEASURE 2A**

Streamline operational issues across all public safety agencies by...improving communication.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Ongoing development of ICJIS;	In progress; Probation went “live” on Sept. 18, 2006. ICJIS Commission now in place to provide on-going oversight and management. The development costs will have been recovered, and ongoing fees will help cover the costs of continued development and expansion.
Ongoing participation by all public safety agencies in the Criminal Justice Coordinating Council (Calif. Rule of Court 227.8) and Juvenile Justice Coordinating Council; and	Participation in both Councils is ongoing and supports effective partnerships with allied law enforcement agencies for access to ICJIS and to facilitate the exchange of real-time information.
Development of communication satisfaction survey and establish baseline measure of public safety department heads and staff.	A communication satisfaction survey was developed and distributed among 1,140 employees within the Safe Community departments. A total of 288 employees responded to the communication satisfaction survey. Survey ratings show 73.7% of the respondent believe they can easily contact other public safety agencies by phone and 61.1% believe there is open communication within their department. Approximately 74.4% are satisfied with the ICJIS system. Only 17.3% of the employee responding believe there are rarely communication breakdowns between public safety agencies.

**LESSONS LEARNED**

There was previously a lack of effective communication and management in relation to ICJIS. Formalization of the process through the ICJIS Commission has increased the level of communication and confidence among the various partners. The survey results indicate that only 20.3% of the employees responding believe there is effective communication at all levels between public safety agencies. While all the issues noted cannot be addressed the Safe Community group plans to address two to three significant issues in the coming year.

**MEASURE 2B**

Streamline operational issues across all public safety agencies by...ensuring stable staff resources.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Establish baseline of staff vacancy rates, staff retention, and job satisfaction.	<p>The data was obtained and reviewed which includes turnover and vacancy data back to July 2000. All of the departments have this data for there respective departments and it is also available in the Chief Executive Office.</p> <p>An employee satisfaction survey was distributed to all employees in A safe community departments. Each Department will review the results to identify areas that require attention within that Department.</p> <p>With 631 responses, employees report that they are very satisfied with their jobs, job security, the fair and consistent treatment by supervisors. They report that they are less pleased with management's treatment of employees, enforcement of County policies and decisions concerning transfers and promotions.</p>

**LESSONS LEARNED**

Overall, employees are satisfied with their jobs and would recommend their departments as good places to work. This tool was an effective measure of employee satisfaction and reflects that there is a lot of work to do in this area. Critical areas of employee concern that will be addressed include: management recognition and reward of employees; consistent enforcement of County and departmental policies; and fair handling of transfer and promotions.

**GOAL 2**

**Balance resources between prevention/intervention and enforcement**

**MEASURE**

Shift resources from enforcement activities to prevention/intervention programs.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Establish baseline and inventory prevention/intervention programs;	Baseline established and inventory completed of our public safety agencies. The data was compiled by the District Attorney's Office and reflects that the Sheriff offers 11 programs; the DA is involved in 12 programs; Animal Services 6 programs; Probation 22, the Public Defender 4 programs and OES 13 programs.
Establish benchmarks; and	Input requested from all DA's offices statewide; only two responded. Animal Services surveyed the 8 comparison counties; none measured prevention/intervention vs. enforcement. Probation and the Public Defender were unable to obtain any consensus as to the measurable criteria from other agencies.
40% prevention/intervention to 60% enforcement—this includes % of all programs.	This ratio of programs has been obtained in this County.

## LESSONS LEARNED

There are major challenges in establishing consensus on what programs qualify as intervention/prevention vs. enforcement. One program that may be characterized as intervention (eg. Intensive supervision of probationers), is equally categorized as enforcement.

The balance between these programs is more appropriately considered in Goal 3. It is recommended that this current Goal 2 be subsumed into Goal 3, and that a new Goal 2 addressing the needs, challenges and programs of Animal Services be substituted.

The team has concluded that looking at a ratio of resources does not achieve the expected outcome. The members of this team have determined that this particular goal and measurement is not an effective way to assess progress in the law enforcement area on a long-term or substantive basis. As resources shift, our focus shifts. Our ability to put resources into prevention/intervention programs is essentially cyclical and dependent on resources: financial and personnel. We intend to re-evaluate goals and measurements in this area. One specific function that has not been addressed in the current goals/measures is the operation of Animal Services--an area where prevention/intervention programs are clearly of primary concern and much more susceptible of measurement. Other potential area is sprinkler systems ordinances.

## GOAL 3

### Reduce gang and drug activity

#### MEASURE 1

Reduce gang-related offenses.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Establish baseline data;	The team obtained local crime statistics. Historical crime rate statistical data is available with the State Department of Justice.
Increase the number of gang operations by 6;	Goal met and exceeded. There were 13 additional gang operations throughout the County.
Dedicate an additional 3,500 hours of staff resources to gang issues.	Probation had an additional 489 hours dedicated to gang suppression. The Sheriff estimates that 500 hours were dedicated, however the current vacancy rate has had a significant impact on meeting this goal.

## LESSONS LEARNED

The dedication of additional hours to gang suppression/intervention is extremely dependent on staffing levels. For both Probation and the Sheriff's Department, there is a need to have experienced personnel available to staff specialized units. Filling vacancies with qualified personnel has been virtually impossible and is a challenge currently faced by law enforcement agencies throughout the County. While staffing shortages exist, the team is committed to working on this goal, although the team intends to re-evaluate this measurement strategy.

#### MEASURE 2A

Reduce drug-related offenses by...seizing drugs manufactured or transported in Stanislaus County.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Baseline data— 5,295 pounds (three year average);	This includes Marijuana, Methamphetamine, Cocaine, Heroin etc. and the actual drugs confiscated were 3,849.4 pounds for three quarters of the calendar year. This data is maintained and tracked by the Stanislaus Drug Enforcement Agency.
Implement drug interdiction team.	Highway Interdiction Team (HIT) – a Sheriff’s task force was formed in September 2005.

**LESSONS LEARNED**

Amount of drugs confiscated does not necessarily correlate with an increase or decrease in drug activity in the County. A better measure may be to consider the per capita crime rate and trends over time of drug related offenses.

**MEASURE 2B**

Reduce drug-related offenses by...increasing the capacity of drug treatment programs.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Establish baseline data; and	The baseline data for the County’s Drug Court Program and residential drug and alcohol treatment program capacity is maintained by Behavioral Health and Recovery Services (BHRS). This data indicates that there are 90 Adult Drug Court slots and 60 Juvenile Drug Court slots. The Stanislaus Recovery Center provides 72 adult and 13 perinatal beds available for more intensive treatment of drug offenders.
Expand Drug Court to include Mental Health issues.	Adult Drug Court has expanded its capacity through use of Prop 63 funding, 10 additional “Mental Health Treatment” slots in BHRS Integrated Forensic Team

**MEASURE 2C**

Reduce drug-related offenses by...increasing the effectiveness of drug treatment programs by reducing new crimes.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Establish baseline data;	At this point the baseline data of these outcomes is not available as it is obtained through the California Department of Justice and has not been reported.
Decrease new crimes by 2%; and	Whether or not this outcome was achieved will be determined once the Department of Justice Information is available.
Decrease new crimes for those completing treatment by 50%.	Actual statistics from the Adult Drug Court program show that 66% of the graduates do not re-offend.

**MEASURE 2D**

Reduce drug-related offenses by...increasing the effectiveness of drug treatment programs by reducing drug use.



<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Establish baseline data;	86% of individuals who completed treatment reported reduced or elimination of drug use as reported by BHRS.
Decrease in drug use by 2%; and	This data is not available and at this point it cannot be determined whether this outcome will be achieved.
Decrease in drug use for those completing treatment by 40%.	This data is not available and at this point it cannot be determined whether this outcome will be achieved.

**LESSONS LEARNED**

Outcome measurements in the drug treatment and use area are difficult to accurately assess. Individuals completing treatment may or may not accurately report drug use prior to or after treatment due to fear they may face additional sanctions or scrutiny. This might cause underreporting. A more relevant measure may be recidivism rates for participants who complete drug treatment. The historical data of the County’s Drug Court Program demonstrates this fact.

Tracking of drug related offenses is also difficult because some qualifying offenses may not be accurately included. For example individuals are arrested on multiple offenses, however, they may not be charged with and/or categorized as a drug related offense. Additionally, we are unable to conclusively state that an increase OR decrease in drug related offenses is due to more or less drug use and not effected by staffing or other external factors. For example, high vacancy rates of law enforcement may actually result in fewer arrests due to the lack of adequate personnel to make the arrest. While this would show a decrease in arrests it would not necessarily mean there are fewer drug-related offenses. A drug offense is typically not reported by the public in the same manner that a burglary is, so while the offense occurs, it is not reported unless an arrest is made.

Lastly, the goals in the area of treatment are more accurately contained in the healthy community area in that resources for treatment and responsibility for treatment programs are not contained in the Safe Community group.

**GOAL 4**

**Ensure local and regional disaster preparedness**

**MEASURE 1**

Establish an incident management team.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
One trained core team.	Established the Avian Influenza Task Force that includes an Incident Management Team.
Use of the Team.	Utilized core team members (local fire agencies) to provide Incident Management Team for four Emergency Operations Center (EOC) activations and three emergency proclamations during 2006 weather related disasters.

**LESSONS LEARNED**

The County is highly dependent upon local Fire District/Department resources to fill "command and general staff" positions in our "E.O.C. Incident Management Team". We should consider additional state and federal Incident Management Team training opportunities to enhance our local state of readiness. Approximately two weeks per year per team member is the minimum commitment to maintain competency of skills. Initial team member training can require up to four weeks to acquire. Sustainability of an EOC team is dependent on long-term commitments and relationships with districts/departments providing personnel, including the time required to participate.

**MEASURE 2**

Develop emergency communication and information sharing system.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Inventory of equipment needs and identified funding; and	The inventory of audio/visual equipment requirements has been completed for connection between EOC and 10th Street Place. Funding for the equipment has been identified through our Homeland Security Grants.
Functional connection between Emergency Operations Center (EOC) and 10 <sup>th</sup> Street Place.	The connection is dependent upon installation of fiber optics and necessary upgrades to the current computer system at the EOC. Once installation is complete, then equipment purchases will begin to provide the audio/visual connection.

**LESSONS LEARNED**

Time-lines for this project are governed by public and private agencies. We will proceed as soon as the required fiber optic connections are in place.

**MEASURE 3**

Develop a public emergency alerting and notification system.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Fully functional Emergency Alerting System and 200 receivers distributed to emergency personnel; and	Two-hundred Emergency Alerting System (EAS) receivers have been purchased in partnership with Health Services Agency. A phase I distribution list for the receivers has been established. Currently negotiating for the use of County Local Government Channel #1 to broadcast EAS information to the receiver system. This frequency change will provide greater reliability indoors without the use of external antennas. Signal strength testing with the existing frequency does not provide an acceptable level of reliability to activate the receivers. Distribution will begin as soon as frequency change occurs.
Functional public and internal County notification system.	The RFP process for a County Internal/External Notification System is complete. Final negotiations with vendor is underway. Current schedule includes installation of the system in October 2006.

**LESSON LEARNED**

The old EAS system required several system enhancements to become the communications tool as designed. Again, we are dependent on the State Office of Emergency Services, local radio and television stations, and County Departments for participation to complete the EAS project to create the desired level of reliability. With the County Notification System, two RFP processes were required due to the rapidly changing technology in this area. There are many new vendors with a variety of products specific to emergency notification systems creating a complex selection process.

**MEASURE 4**

Establish All-Risk Response Plans.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Strategy for All-Risk Response Plans;	Partnered in a two-County (Stanislaus/Fresno/California Department of Food & Agriculture) pilot program to develop an Agriculture Response Plan for "all-risk". A draft of the plan is now being reviewed with completion scheduled by January 2007.
Partners identified;	Partners identified would include Countywide departments and agencies, City Emergency Managers, CDFA, USDA, State Office of Emergency Services, Public Information Officers and Office of Homeland Security.
Workshops, table top and functional exercises identified to support plan development; and	Stanislaus County OES has activated the Emergency Operations Center on four occasions this year with three of these events declared local disasters. The four activations/events will serve as full functional exercises. As a result, our EOC activations will provide the required "after action reports" providing corrective action recommendations to identify system improvements as outlined by State Office of Emergency Services.
NIMS adopted and implemented to be compliant with Federal mandates.	Currently on schedule to meet Fiscal Year 2005-2006 requirements to be NIMS compliant by September 30, 2006. Board of Supervisor adoption of NIMS Resolution and mandated training (SEMS/NIMS/ICS) in progress. County Team has provided over 70 classes on SEMS/NIMS/ICS to County and cities.

**LESSONS LEARNED**

Stanislaus County has never experienced three declared emergency/disaster events in one year. Our OES staff members have provided Incident Management leadership and support with three local disasters related to weather events. We are currently working through the recovery period and the mandated "after action reporting" requirements. The efforts committed to the Avian Influenza Task Force and subsequent planning process contributed to the successes of our team relative to the heat emergency for the Agriculture response. Trying to accomplish the Federal requirement to train all City and County employees who may have a role in an emergency response to a disaster by September 30, 2006 has been a significant challenge. The plan put in place this year will assist with next year's Federal training requirements. Training requirements will increase over the next few years to include certifications and qualifications for local government agencies and their emergency responders.

**MEASURE 5**

Create a Countywide fire delivery system.

## ONE YEAR RESULTS

Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Develop conceptual regional fire service plan (including funding plan); and	Stanislaus County Fire Chiefs in partnership with the Board of Supervisor's created the Stanislaus Fire Authority. The Fire Authority developed a business plan to provide six service levels. Services included are Fire Prevention, Fire Investigation, Finance/Administrative, Communications, Training, and Special Operations. Contracts for the first three services have been awarded with the remaining three scheduled by January 2007. All service levels include performance and reporting requirements. All fire departments/districts and Fire Warden each have one voting seat in directing the service levels and financial aspects.
Explore business opportunities with emergency service agencies in Stanislaus County.	Fire agencies in Stanislaus County are currently exploring options to maintain fire services which include fire agency status and exploring possible contracting and consolidation opportunities.

### LESSONS LEARNED

While much has been accomplished and the Fire Chief's have created a consensus in how these support services are provided, the ability to sustain fiscally sound fire suppression services remains the greatest challenge. LAFCO Municipal Service Reviews (draft edition) for fire services will be completed by the end of September 2006. Options will need to be developed through a consensus process as future fire district funding will diminish with city annexations, annual operational costs will continue to increase, and the recruitment and retention of adequate firefighter forces will be more difficult to achieve.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

**A healthy community**

**PRIORITY TEAM**

- Area Agency on Aging and Veterans' Services
- Behavioral Health and Recovery Services
- Child Support Services
- Community Services Agency
- Health Services Agency

**GOAL 1**

**Focus resources on prevention**

**MEASURE**

Ratio between resources dedicated to prevention/intervention programs versus those dedicated to providing direct services.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Inventory of prevention/intervention programs; and	<ol style="list-style-type: none"> <li>1. Development of an inventory of programs defined as prevention or intervention by those departments represented in the Healthy Community Priority Team.</li> <li>2. Assessment and acknowledgement of the shortcomings of this measure.</li> <li>3. Redefined "Prevention" to encourage and support initiatives, which the Priority Team and partners can perform and/or influence.</li> <li>4. Development of proposed new measures – work in progress.</li> </ol>
21% prevention/intervention to 79% direct service—this includes % of all programs.	21% prevention/intervention to 79% direct service—this includes % of all programs.

**LESSONS LEARNED**

Healthy Community programs are preventative in nature.

Determining the ratio of budget resources, or dollars spent on prevention vs. direct services is not a meaningful measure of the "Goal of Focus Resources on Prevention", particularly on a trended basis.

The majority of Healthy Community funds come from the State and Federal government and expenditure of these funds is not under local control.

- The Healthy Community Departments partner now in many areas, but funding is highly categorical.
- Exploration of further prevention related activities is a more meaningful opportunity to create positive outcomes, than measuring ratios of resources and budget allocations.
- Focus needs to be turned to customer service outcomes.
- Measuring access to programs may serve as a better means of monitoring the performance of the Goal of “Focus resources on prevention.”
- Effective prevention program outcomes are less visible and often difficult to measure, such as the “avoidance” of costs/institutions/facilities.
- A definition of prevention is needed, which balances the categorical funding limitations with opportunities to increase the prevention focus.

Definition: Prevention services provided by the County Healthy Community Programs through the Community Services Agency, Behavioral Health and Recovery Services, Health Services Agency, Child Support Services and the Aging and Veterans Departments are defined as access to the right services at the right time, in the right amount, compassionately and thoughtfully within available budgets.

Specific measures of prevention services that support a healthy community are necessary to assess performance and identify trends and needs. The Healthy Community Priority Team continues to develop proposed new measures that would provide a more meaningful assessment of achievement and progress. Illustrated below are measures related to Access and Outcomes that are under the team’s consideration.

#### Access Measures

- Referrals for Senior/Veterans Assistance and Services
- Parents and Children served by Child Support Services
- Medi-Cal and Food stamp Enrollment
- Use of Family Resource Centers
- Access to Permanent Families for Youth
- Primary Care/Urgent Care Clinic Visits
- Immunization Rate
- WIC Participants
- Behavioral Health Services provided to Medi-Cal Enrollees

#### Outcomes Measures

- Elder Abuse Cases
- Access to Healthcare for Seniors at Risk
- Out-of-Home Placements
- Infant Mortality Initiatives
- Prevention Related Community Collaborations

## GOAL 2

**Meet funded State and Federal mandated service or program requirements**

### MEASURE

Audit results of Federal and State laws and regulations.

## ONE YEAR RESULTS

Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Compliance with mandates; or	Completed and updated a listing of all audits required and conducted for these programs. The compiled list of audits was reported to the Board of Supervisors at the first retreat on April 13, 2006. The audit listing has been updated through September 2006 and results will be forwarded to the Chief Executive Office.
Compliance at or above benchmark performance.	<b>Audit Outcomes are positive. Protected approximately \$400 Million in Health and Human Services related funding.</b>

### LESSONS LEARNED

This is a valuable measure as it balances fiscal accountability with sustained funding for mandated programs. Department Heads will review all program audit results for each program and be accountable for ensuring audit compliance for continued funding for state and federally mandated programs and requirements.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

**A strong local economy**

**PRIORITY TEAM**

Alliance WorkNet  
 Chief Executive Office—Economic Development  
 Library

**GOAL 1**

**Facilitate job creation**

**MEASURE 1**

Develop land for Business Park or other commercial/industrial development.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2005-2006</b>	<b>Actual Outcomes through September 2006</b>
Partner with the Cities and Special Districts to establish and maintain 50 acres of serviceable land for business park and other commercial/industrial development with target locations on I-5 and Highway 99 corridors; and	<ul style="list-style-type: none"> <li>• Successes w/ Crows Landing Development project include:                             <ul style="list-style-type: none"> <li>- community outreach – on-going</li> <li>- crowsbizpark.biz online</li> <li>- townhall meeting</li> </ul> </li> <li>- RPF master planning/airport layout planning and EIR process/analysis w/ ESA Airports 3.06</li> <li>- Master Development Conceptual Report completed 9.06</li> <li>- Property Management – on-going</li> <li>• Progress w/Sperry Ave widening                             <ul style="list-style-type: none"> <li>- phase I undergrounding completed</li> <li>- phase II widening – bridge component started</li> <li>- on time for September 07 delivery</li> </ul> </li> <li>• Salida on hold – per development request</li> <li>• 20 acres of serviceable land for business development established to date with additional 20 acres anticipated for Board review by 2006 year end.</li> <li>• Applications for 90 additional acres are being processed (7 projects) and are anticipated to</li> </ul>



	come to the Board for review in year two.
Establish a County (internal) GIS protocol to address redundancy and fragmentation.	<ul style="list-style-type: none"> <li>• Project completed</li> <li>• Protocol in place + new aerial photos taken</li> </ul>

**LESSONS LEARNED**

The 50-acre measurement criteria is unrealistic for year over year performance measure. Due to the longer-term project delivery cycle – a better measurement identifier could be process milestones with longer-term acreage goals – i.e. delivery of Crows development (1500 acres) at 5-year mark, etc.

GIS protocols (a single year objective) have been realized. However, the on-going GIS Alliance (public/private consortium) shall continue to be monitored and facilitated under the community technology initiative Connecting Stanislaus (Regional GIS).

**MEASURE 2**

Increase workforce preparation and skills.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2005-2006</b>	<b>Actual Outcomes through September 2006</b>
Baseline measures of % of households in Stanislaus County with computer equipment and computer literacy;	<ul style="list-style-type: none"> <li>• Baseline computer usage data has been collected.</li> <li>• Baseline (year one) computer usage survey (literacy survey) has been completed.</li> </ul>
Targeted Technology Training (T3) for a minimum of 1,500 Stanislaus County employee/residents;	<ul style="list-style-type: none"> <li>• Targeted Technology Training (T3) completed third implementation cycle – over 1,500 participants trained.</li> <li>• 5,200 trained to date</li> <li>• See Strong Local Economy summary binder for analysis detail.</li> </ul>
Minimum of two (2) additional computer learning labs;	<ul style="list-style-type: none"> <li>• Via annual technology showcase – 2 new learning labs were created (w/DELL partners) in Haven Women’s Center and Center for Human Services.</li> </ul>
Minimum 40 keyboards, mice, and refurbished CRT monitors for distribution to underserved community families;	<ul style="list-style-type: none"> <li>• Lab equipment provided to Grayson Community Center learning lab start-up.</li> <li>• 40 mice and keyboard accessories provided to Riverbank CASA ROP PC refurbish project.</li> </ul>
Minimum of 8 training/workshops in conjunction with the annual Connecting Stanislaus technology expo;	<ul style="list-style-type: none"> <li>• 16 workshops and training programs offered at Connect 06.</li> <li>• Several in conjunction with Small Business Development Corporation (SBDC) and Workforce Alliance partners</li> </ul>
Technology-based employment services to 15,000 people via “Universal Core Services” in three (3) Resource Center Locations;	<ul style="list-style-type: none"> <li>• 14,347 participants served during cycle 1</li> <li>• 3 Resource Centers remain open for the community to access employment-related services.</li> </ul>
Six (6) Work Keys Employer Specific Job Profiles in the Manufacturing Industry to target and benchmark appropriate skills needed for 30 people to train and place in jobs;	<ul style="list-style-type: none"> <li>• 8 Actual Work keys profiles were completed within the manufacturing industry.</li> <li>• 130 individuals have been assessed through cycle 1.</li> </ul>
30 people trained for Licensed Vocational Nursing (LVN) positions;	<ul style="list-style-type: none"> <li>• 30 participants with 26 trained/completed and licensed through cycle 1.</li> </ul>
20 LVN's trained to upgrade skills to the Registered Nurse (RN) level;	<ul style="list-style-type: none"> <li>• 14 trained/completed and licensed through cycle 1.</li> <li>• Number of annual RN graduates increased</li> </ul>

<p>30 people trained for skilled and semi-skilled manufacturing positions; and</p>	<p>from approx. 30 in 2000 to 75-80 in 2006.</p> <ul style="list-style-type: none"> <li>As of end of cycle one – no Maintenance Mechanic training programs have been established in Stanislaus County. However, a new partnership under development with San Joaquin Valley College will result in trainees beginning a new maintenance mechanic training program in late Spring, 2007.</li> <li>MJC partners continue to provide semi-skilled training. 17 trained through cycle 1.</li> </ul>
<p>100 + people trained for occupations in the transportation logistics career field.</p>	<ul style="list-style-type: none"> <li>Employer focus group sessions held to identify transportation/ logistics career training needs. In these sessions it was identified that the need for career training in warehouse &amp; shipping/receiving is not critical as training is provided on the job. However, trained truck drivers are in demand. 42 truck drivers trained through cycle 1.</li> </ul>

**LESSONS LEARNED**

The household % of baseline computer ownership as a measure or indicator for success is perhaps inappropriate as a year over year measure. Far too many external (market and consumer purchasing) factors lend themselves to these adoption trends. However, this measure should be tracked annually in conjunction with the community wide survey process to assist with decisions related to training content, placement and resource allocation.

The annual technology showcase (Connecting Stanislaus) has successfully transitioned to the private sector (primary planning and promotion). The public sector will remain a committed partner to this outreach – however, the 5-year objective (10<sup>th</sup> anniversary) will ultimately be a business decision for the private sector.

Regarding Universal Core Employment Services – the metric of providing additional services (sheer number of people served) should not be the sole indicator of success. The local economy, population increases/decreases and unemployment rates all factor into the service counts for this activity. For example, a decreasing unemployment rate may result in less demand for these services, therefore a decrease in numbers served. Modify 5 - year metric to adjust for unemployment rate and population increases.

Regarding WorkKeys – numerical goals for occupational profiles and worker assessments may not be an appropriate measurement as varying business needs, unemployment rates, etc. are determining factors. More appropriate measures would be an increase in the number of employers and job seekers using WorkKeys to help make better hiring and career choice decisions.

Remove (per year one findings) the 5-year measure for 100+ additional transportation logistics trainees. This is not applicable – per direct industry input.

**MEASURE 3**

Incentives.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes through September 2006
<p>Partner with the Alliance, City partners and local business community to deliver final application and designation of enterprise zone for Stanislaus County.</p>	<ul style="list-style-type: none"> <li>Zone 40 delivered – November 2005</li> <li>First Expansion application submitted to State Housing and Community Development (HCD) on May 29, 2006 – pending approval</li> <li>Early Enterprise Zone successes include:               <ul style="list-style-type: none"> <li>200+ EZ employment vouchers have</li> </ul> </li> </ul>

been processed/issued to date allowing local business to claim tax credits for hiring qualified employees.

- 2 companies have utilized the credit for new equipment purchases.

**LESSONS LEARNED**

Private business participation along with strong city partnerships have contributed to this incentive programming. The on-going challenge will be to incorporate more cities – finding ways to connect via the HCD expansion protocols.

Marketing challenges will be ongoing. Making sure that the business community is aware of this development and expansion incentive program will be key to continued successes.

With the passage of AB1550, new (annual) reporting requirements will be part of the process.

Legislative challenge will continue to be part of the political landscape. It will be important that the Zone 40 workgroup stays abreast of potential change legislation as it is introduced.

**GOAL 2**

**Expand tourism industry**

**MEASURE**

Promote Stanislaus County as a positive tourism location and facilitate regional approaches to tourism as an economic development strategy.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2005-2006</b>	<b>Actual Outcomes through September 2006</b>
Implement one Agriculture tourism related destination/attraction point—self-guided Agriculture tour experience.	<ul style="list-style-type: none"> <li>• Completed self guided CD tour – eastside communities and developed second self-guided CD tour for Modesto area – in conjunction with tourism roundtable and area convention and visitors bureau colleagues.</li> <li>• Continued to promote the multiple regional initiatives of the tourism roundtable – including activities brochure distribution, kiosk marketing, fair/festival measurement program (with office of education), tourism website, and best practice outreach.</li> <li>• Finalized multi-year strategic plan update 2007 –2009.</li> </ul>

**LESSONS LEARNED**

Regional tourism is increasingly becoming a hot topic of conversation in both policy making and economic development circles. Recently recognized and included as part of the Governor’s San Joaquin Valley Partnership project – regional tourism strategies in Stanislaus County continue to grow and generate revenues as well as improve upon our region’s image and perception to potential business relocations and attractions.

As an early adopter – the communities of Stanislaus County continue to refine and improve upon multiple regional tourism initiatives through an inclusive strategic planning process.

### GOAL 3

#### Enhance funding for infrastructure and services

#### MEASURE

Evaluate and improve upon existing development fee programs, monitor and manage information regarding base trends and forecasting.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes through September 2006
Fee program to improve funding from development and associated impacts due to growth; Develop destinations and/or attractions that capture sales tax revenue (see regional tourism goal above);	<ul style="list-style-type: none"> <li>Public Facilities Fee program (PFF) is monitored annually. The PFF Committee oversees the functional processes of this fee component.</li> <li>During this performance cycle the PFF Committee developed and implemented a multi-year fee deferral program – Board of Supervisors approved in January 06.</li> <li>Regional tourism roundtable initiatives (see goal 2) have contributed to year over year countywide tourism related revenues approximately 1.5 – 2.0% growth annually.</li> </ul>
Support self-help transportation tax initiative;	<ul style="list-style-type: none"> <li>Staff participated in all procedural steps to introduce the transportation self help initiative and to be placed on the November 2006 ballot.</li> </ul>
Methodology for educating the general public on fiscal opportunities and constraints;	<ul style="list-style-type: none"> <li>Developed a transportation funding primer for the general public: The Road to Success with StanCOG partners. (final draft)</li> </ul>
Public Facility Fee program annual inflationary audit and analysis;	<ul style="list-style-type: none"> <li>PFF Committee performed the annual fee program inflationary audit analysis. This is a year over year function.</li> </ul>
Measured/scheduled approach to grant seeking with .15% of FTE to grant mining process;	<ul style="list-style-type: none"> <li>Four grants were sought during cycle one.</li> <li>2 grants are pending out-comes</li> <li>1 Economic Development bank grant was secured for targeted technology training</li> <li>Additional funding for T3 was secured from CDBG funds.</li> </ul>
Facilitate/deliver the regional transportation model update (with StanCOG);	<ul style="list-style-type: none"> <li>The regional transportation model is 70+% complete. Public Works staff continues to work closely with StanCOG staff on this deliverable.</li> </ul>
Seek key seed funding for infrastructure initiatives.	<ul style="list-style-type: none"> <li>Began talks with Westside partners (including City of Patterson and community of Crows Landing) regarding regional water and wastewater infrastructure cost sharing.</li> <li>SR 219 (Kiernan) - County staff has been working with Caltrans, StanCOG (Stanislaus Council of Governments) and the City of Modesto to identify funding for much needed Kiernan Ave. (SR219) improvements. Funding strategies have included revising StanCOG's proposed State Transportation Improvement Plan (STIP), use of Federal Demonstration funds, substitution of PFF projects, use of Kaiser's voluntary infrastructure contribution and the use of special funds designated for the Salida area. As a funding gap still exists, County staff will continue to pursue other funding sources.</li> </ul>

- PFF inter-city road fee component revised to Regional Transportation Impact Fee (RTIF) with Stan COG as administrative oversight – per agreement.

**LESSONS LEARNED**

Perhaps this goal should be reconsidered or mutually considered under the infrastructure priority.

Due to goal 2: regional tourism objectives - the reference to development of destinations and or attractions should be omitted from this goal set as it is covered as part of the larger regional tourism agenda in goal 2.

There are several deliverables under this goal that have been realized and completed in year one.

**GOAL 4**

**Enhance technology infrastructure**

**MEASURE 1**

Improve communication both internally and externally.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes through September 2006
Fiber cabling companies will be included in the planning permit referral process and will be notified of all projects that could potentially be wired;	This outcome has not been satisfactorily addressed.
Host quarterly planning sessions with local carriers;	This outcome has not been satisfactorily addressed.
Host quarterly planning sessions with cities and other stakeholders;	This outcome has not been satisfactorily addressed.
CIO and key departments will meet quarterly to communicate and plan I.T. infrastructure changes; and	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.
Partner with department heads, departmental budget managers, and CEO budget team to develop consistent IT departmental budgets.	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.

**LESSONS LEARNED**

There may be a need for an individual tasked with addressing Countywide IT communications issues.

Until the County puts in place internal communications improvements, it is unrealistic to consider involving outside entities in the public and private sector.

The County focus for IT infrastructure may be better addressed under a different Board Priority.

Measures dealing with Departmental budgets should be initiated at the Departmental level in cooperation with the CEO budget team.

**MEASURE 2**

Improve community access.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2005-2006</b>	<b>Actual Outcomes through September 2006</b>
Develop standard approaches to implement learning labs and walk-up government services kiosks in underserved areas of the County;	Kiosks and walk-up government services researched and less costly alternatives explored.
Work with service providers and vendors to provide reduced cost Internet access and technology to underserved areas of the County;	An initial meeting was held. Carriers expressed concern about sharing information about coverage that might be beneficial to their rivals.
Create standards for teaching curriculum, software and hardware used at community labs; and	This has been completed via the targeted technology training initiative (see workforce development above)
Develop marketing plan to promote Stanislaus County as the "Tech Center of the Valley."	This goal was seen as unrealistic in such a short term.

**LESSONS LEARNED**

When working with the private sector, we must be cognizant of their business issues. While the County's role can be in collaborating with the private sector to improve service delivery, ultimately our primary focus will be different than theirs.

Providing wireless (wi-fi) internet access alternatives to underserved populations (consistent with Connecting Stanislaus strategies) may be our best community access alternative.

Stanislaus County has forged for itself a niche in terms of technology in the Valley via the Connecting Stanislaus strategies. This will require a continuing effort among many parties and community sectors.

**MEASURE 3**

Enhance network availability.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2005-2006</b>	<b>Actual Outcomes through September 2006</b>
Develop a long term strategy for strengthening the IT infrastructure, including a voice network, data storage and backup/redundancy capabilities to ensure customers and other agencies can depend on electronic services – presented to the Board for adoption within 12 months;	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.
Improve IT continuity by providing automatic back-up to 25% of critical systems;	Of the critical systems identified, Oracle Financial Management System, PeopleSoft, E-mail, Internet and the Criminal Justice system, automatic backup is currently occurring for 40%, with E-mail due to be completed in 2007, which would account for a solution for 60% of critical systems.
Pool existing resources at 10% of shared facilities to maximize throughput for all County agencies;	Circuits at 3705 Oakdale Road and at 250 and 251 E. Hackett Road have been pooled to maximize throughput. This represents 6.5%-7% of shared circuits. More circuits will continue to be pooled in 2006-2007
Implement a back-up data circuit for 10% of critical County locations; and	Of the 10 critical County locations identified, 7 of them currently have back-up data circuits, representing 70%.
Develop a long-term plan for the implementation of network (server) based software–presented to the Board for adoption within 12 months.	This outcome overlaps with the County's Business Technology Strategy process. The Business Technology Strategy is due to be completed and presented to the Board in FY 2007-2008.



## LESSONS LEARNED

Long-term plans for IT-related issues cannot be successfully completed without collaboration among many agencies. The Business Technology Strategy Steering Committee was formed to address strategic IT planning.

Business Continuity and Disaster Recovery are basic risk management strategies. There should be Business Continuity plans for any new IT systems viewed as critical to some business function.

Business Continuity is best coordinated centrally to maximize value and to take advantage of existing capabilities that may currently be under-utilized.

## MEASURE 4

Strengthen network security.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2005-2006	Actual Outcomes through September 2006
Hire a full-time Countywide I.T. Security Manager;	County IT Security Manager Hired January 2006.
Purchase and implement a standard Vulnerability Assessment tool that all County departments can use to assess their security status; and	Vulnerability Assessment RFP completed, product selected, purchased and installed. County IT staff trained on Vulnerability Assessment system.
Purchase and implement a standard Intrusion Prevention System at critical points in the County's I.T. network to monitor for viruses, worms and intrusions and proactively stop them before they create havoc on the County's I.T. systems.	Intrusion Prevention System RFP completed, product selected, purchased and installed. County IT staff training still pending.

## LESSONS LEARNED

County IT Security efforts require countywide participation and coordination.

A County IT Security Manager can facilitate efforts, but there must be Department Head buy-in in terms of resources and priorities for IT Security to continue to see improvement. Perhaps the development of a plan for more active department head participation should be identified.

Current purchasing practices have been streamlined in the area of Requests for Proposal. This sometimes leads to improved turn-around times, but this can be at the expense of the Requirements Gathering phase of the process. For major County IT procurement efforts, those participating should make sure to allocate sufficient time to ensure that the requirements for the purchase are valid and complete. In many cases a formal Request for Information should be considered.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

**Effective partnerships**

**PRIORITY TEAM**

- Agricultural Commissioner
- Auditor-Controller
- Chief Executive Office—Economic Development
- Chief Executive Office—Office of Emergency Services
- Child Support Services
- Community Services Agency
- Environmental Resources
- Library

**GOAL 1**

**Evaluate new opportunities for effective partnerships**

**MEASURE**

Evaluate new public/private partnerships using the partnership criteria.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Priority team will develop a classification inventory;	Partnership Classification system and Partnership Inventory Database completed in February 2006. All County departments trained in Partnership Inventory process on April 4, 2006.
All departments will classify all new partnerships according to the criteria; and	1,043 Stanislaus County partnerships listed, described and classified by 21 separate departments on Partnership Database by August 1, 2006. Participating agencies chose to inventory all existing partnerships first and then add as new partnerships developed.
Present to the Board of Supervisors the partnership report detailing all new (effective) partnerships.	The Stanislaus County Partnership Database is available on the County Intranet.



## GOAL 2

### Evaluate existing partnerships

#### MEASURE

Evaluate existing public/private partnerships using the partnership criteria.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Priority team will develop a classification inventory; and	See Goal 1—1,043 classified and inventoried.
All departments will inventory and classify all existing partnerships.	See Goal 1—Baseline inventory completed. Fourteen County departments were trained on partnership evaluation process on 9/1/06, using the EMS method. E=Expand, M=Maintain, S=Stop. Departments have begun evaluation process.

#### LESSONS LEARNED

Executive level discussion occurring in each department is the key to assuring that the value and status of all partnerships are known and managed. The Partnership Database can be used as a tool for several management functions:

1. Tracking the number and status of partnerships;
2. Following up on customer or community concerns; and
3. Searching for possible vendors.

We have learned that it will be necessary for each department to update the Partnership Database at least annually and that minor changes to the database format can increase information security and user satisfaction.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

**A strong agricultural economy/heritage**

**PRIORITY TEAM**

Agricultural Commissioner  
 Cooperative Extension

**GOAL 1**

**Support and promote agricultural products, education, technology and innovation**

**MEASURE 1A**

Emphasize economic improvement (i.e. increase production, lower costs of production) in applied research and education programs.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Identify a current industry problem and collect baseline information on economics related to the problem;	Industry problems that might be solved by applied research in each Advisor's program area identified. Economic information related to problems collected. Examples of researchable problems include: <ul style="list-style-type: none"> <li>• water quality issues</li> <li>• pest and disease management issues</li> <li>• issues related to cultural practices</li> </ul>
Identify strategies to address the problem and design applied research/education activities to address the problem; and	Applied research projects designed to address critical agriculture industry problems. Test plots established in cooperation with growers/cooperators. Data from test plots collected during the season and at harvest. Information from research extended to the industry at educational events. Examples of projects from which data was collected include: <ul style="list-style-type: none"> <li>• dairy wastewater management</li> <li>• walnut sunburn prevention</li> <li>• alternatives to methyl bromide fumigation for orchard replants</li> </ul>
Identify potential economic impacts of the programs.	Data on economic impacts collected by Advisors. Economic impacts related to: <ul style="list-style-type: none"> <li>• reduced nitrogen fertilizer use</li> <li>• reduced walnut crop losses</li> </ul>

**LESSONS LEARNED**

While economic impacts for a single grower might be shown from a single year's data, economic impacts for an entire industry are difficult to assess based on a single year's data; may require multiple years before economic impacts of research can be reliably determined.

**MEASURE 1B**

Utilize electronic media to communicate information to customers.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Post newsletters, meeting announcements on department web site.	Ag Comm: Completed three quarterly newsletters and posted to the website. Initiated website list server for electronic subscription for the newsletter. UCCE: All newsletters are now posted to departments' websites. Customers have the option of subscribing to newsletters via e-mail; customers receive notification of current newsletters and meeting announcements in e-mail message.

**LESSONS LEARNED**

We need to establish a better e-mail list for our customers. Not all customers have e-mail access. Feedback on the newsletter has been very positive. We need to implement a system to routinely post meeting announcements on our website. At least one clerical staff member must be trained to post newsletters, meeting announcements and other information to the website.

**MEASURE 1C**

Make environmental quality improvement (air, water, other natural resources) a major component of research and education programs.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Review all existing research and educational projects for integrated pest management (IPM) or other strategies that result in environmental improvement; and	Advisors included environmental improvement components in applied research projects. Current information on integrated pest management extended to the industry at educational events.
Identify best management practices (BMPs) for agriculture that can be immediately used to improve environmental quality.	Applied research projects focused on best management practices (BMPs) for agriculture. Publications prepared on best management practices recommended for various crops. Examples of publications/information developed on BMPs include: <ul style="list-style-type: none"> <li>• dairy lagoon water management</li> <li>• guides to environmentally sound pest management practices in orchard crops</li> </ul>

**LESSONS LEARNED**

With increasing regulatory pressure on agriculture relating to air and water quality, best management practices have become critical in applied research and education programs.

**MEASURE 1D**

Support local informal agriculture education opportunities.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Form partnerships with other County departments, agencies, educational institutions and private industry to sponsor educational events;	Formed partnerships with California Association of Pest Control Advisors, California Association of Standards and Agricultural Professionals, California Department of Pesticide Regulation, California Department of Food and Agriculture, United States Department of Food and Agriculture, California Regional Water Quality Control Board, California Poultry Federation, Walter M. Brown Elementary School, Agricultural Crime Technology Information and Operations Network, and Eastside and Westside Water Coalitions.
Seek opportunities for placing interns from California Sate University Stanislaus and Modesto Junior College; and	Placed four interns from California State University, Stanislaus, Modesto Junior College, and the International Baccalaureate Program at Modesto High School.
Develop survey tools for measuring results of educational programs.	Ag Comm: Educational survey tools have been developed. UCCE: A survey tool was successfully developed and used to evaluate the impacts of educational events.

**LESSONS LEARNED**

We need to offer continuing education classes at more convenient time for our customers. We need to schedule meeting topics in advance. Topics need to be creative, informative, and solution oriented.

**GOAL 2**

**Protect agricultural resources**

**MEASURE**

Update Agricultural Element of the General Plan.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Identify agricultural industry stakeholders—Agricultural Advisory Committee and Sub-Committee;	Appointed sub-committee to revise original Agricultural Element of the Stanislaus County General Plan Identified agriculture industry – Agricultural Advisory Board: Growers, Producers, Agricultural business and financial, Farm Bureau, Natural Resource Conservation Service, UC Extension Service, Agricultural Commissioner, and Board Of Supervisors representatives Agricultural Element Sub-Committee: Farm Bureau , agricultural lending institution, ag producers, County planning and ag commissioner staff, UC Extension Service and a member of the Board Of Supervisors
Begin public input process for update; Receive and review suggestions for update; and	Agricultural Advisory Board and goal team Agricultural Element sub-committee met nine times to review document and make suggestions.
Begin rewrite of draft update of Agricultural Element.	Agricultural Element sub-committee and County staff reviewed the original Agricultural Element of the Stanislaus County General Plan and incorporated updates. The revisions were regularly reviewed by the Agricultural Advisory Board. We have initiated the public comment and review period.

**LESSONS LEARNED**

The biggest lesson learned was an under estimation of the complexity issues involved in the update of the document. It originally appeared the “fixes” were minor in nature, however, when the Ag Advisory Board and the Ag Element sub-committee delved into the subject matter, the issues raised by the review were more complex than envisioned.

**GOAL 3**

**Manage threats to agriculture**

**MEASURE 3A**

Improve use of technology in agricultural inspection/monitoring programs.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Evaluate existing equipment and software applications;	Conducted survey of department staff to identify existing software applications and hardware to determine baseline resources,
Identify and prioritize future projects; and	Eight future projects were identified: 1. Electronic pesticide use reporting. 2. Electronic pesticide use field inspections. 3. Pesticide use inspection-tracking database. 4. GPS/GIS program integration 5. Investigation tracking database. 6. Export certification issuance & billing. 7. Certified producer application and certification. 8. Organic registration records audit.
Implement two projects.	1. Implemented electronic pesticide use reporting via the web for Departmental customers. 2. Implemented pilot program for electronic pesticide use field inspections.

**LESSONS LEARNED**

We need an in-house computer software/programming specialist. The staff is in need of more software training on the programs used in our department. We need to research methods to more efficiently/effectively reach our customer base using electronic resources.

**MEASURE 3B**

Develop, implement, and exercise agricultural program response plans.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Identify programs that require a response plan; and	Animal diseases, exotic insect pest, plant diseases, natural disasters, Non-occupational pesticide use-related exposure episodes
Complete two response plans with stakeholder input.	1. All Hazard Agricultural Response Plan (95% completed) 2. Apple Maggot Response Plan

**LESSONS LEARNED**

Need better coordination with other County departments and State and Federal agencies. The extreme detail necessary to complete response plans requires more coordination and resources than we had anticipated. The major components of planning and responding to an emergency are transferable to any emergency situation.

**MEASURE 3C**

Establish staff training and certification program to improve understanding, identification and mitigation of pests, diseases, and other threats to agriculture.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Assess staff training and educational needs and quantify gaps;	Evaluated individual staff member's training record and compared to their job duties. Conducted staff survey to evaluate training deficiencies.
Establish partnerships to assist in training and certification of staff;	California Department of Food and Agriculture, Office of Emergency Services, California Department of Pesticide Regulation, United States Department of Agriculture, San Joaquin Valley Unified Air Pollution Control District, Central Valley Regional Water Quality Control Board, California Environmental Protection Agency, California Rice Commission, San Luis Obispo Department of Agriculture,
Conduct one training every four months (total of three); and	Staff attended 28 distinct training classes over this period. Classes included: National Incident Management Systems, Investigative Techniques, Rural Crime School, Pest Prevention Workshop, Environmental Investigation, and Agricultural Land Use Planning.
Establish a formal system to track training, certification and effectiveness of training.	Developed Access program to track an individual's formal training participation. Developed survey tool for our staff to evaluate the value of training classes.

**LESSONS LEARNED**

A more structured training regimen needs to be explored for new employees. Resources to meet staff training needs are not always available.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

**A well-planned infrastructure system**

**PRIORITY TEAM**

- Environmental Resources
- Parks and Recreation
- Planning and Community Development
- Public Works

**GOAL 1**

**Ensure reliable water sources—quality and quantity**

**MEASURE**

Implement strategies to ensure reliable water sources—quality and quantity.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Identify the percentage of small water systems in compliance with State standard 2006;	Completed; 66 % of all small water systems were in compliance, beginning February 28, 2006.
Identify urban sources/ potential sources of pollution and close 2% of identified sites;	Completed; 12 % of all Underground Storage Tank mitigation sites were closed in Fiscal Year 2005/06.
Develop a database of water purveyors (irrigation districts, water districts, city water systems, small water systems)	Completed; A list of water systems was compiled and a database of water purveyors was developed.
Work with CEO and Board Members to develop strategies for urban development and surface/other sources of water planning.	Completed/On going; <ul style="list-style-type: none"> <li>a) Three water summit meetings were held during the past year to discuss water issues, learn about water.</li> <li>b) Have in place one MOU with a surface water purveyor to study feasibility of supplying surface water. Agreement with Patterson to discuss the feasibility of a joint water system at Crows Landing.</li> </ul>

## LESSONS LEARNED

Due to constant changes in state regulations there is inherent difficulty in measuring improvement of the percentage of systems in compliance in relation to small water systems. In spite of all of our efforts, and successes, this past year, it is anticipated that with the new water standards a greater number of water systems will no longer be in compliance.

Given the number of our water providers and the complexity of the water supply and delivery issues, it may take several years to develop a comprehensive strategy for delivering reliable water sources to address the needs in Stanislaus County including balancing competing needs between agriculture, urban development and industrial uses.

## GOAL 2

### Improve transportation circulation

#### MEASURE

Implement strategies to improve transportation circulation.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Identify and protect right of ways and transportation corridors Revision of StanCOG model completed;	Completed/On-Going .The County circulation model was updated in April 2006. StanCOG Transportation Model was run in July 2006. Staff has been working with the Board Representatives, StanCOG and Mayors of three cities to develop a northern transportation corridor.
Form Countywide committee to identify joint projects and develop regional PFF;	Completed; The intercity public facility fee was renamed to the Regional Transportation Impact Fee (RTIF) and the oversight of this fee was transferred to StanCOG.
Identify and prioritize road maintenance needs; and	Completed; Annual program developed based on prioritized maintenance needs and included in the proposed Capital Improvement Program.
Identify funding sources.	On-going; Staff met with StanCOG regarding the proposed CIP projects and various federal/state funding sources. Staff provided information for the proposed ½ cent sales tax measure and identified projects for Prop. 42 funding.

## LESSONS LEARNED

There is a need to coordinate with Cities to ensure that we have consistent road classification to adequately protect future rights of way.

Programmed projects need to be carefully coordinated between the capital improvement program, StanCOG's regional transportation plan (obligational authority) and the Public Facility Fee program.

## GOAL 3

### Promote effective liquid waste disposal

#### MEASURE

Implement strategies to promote effective liquid waste disposal.



<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Develop criteria for a database for septic and primary and secondary treatment systems;	Completed: Criteria have been developed and work has begun on a database.
Develop a system for collecting information on septic repair and installation of new systems; and	85% Complete: Still working with Building permit process, should be complete 10/2006 as part of the database.
Develop a process and funding source for scanning existing septic and primary secondary treatment systems.	Completed: All septic systems have been scanned.

**LESSONS LEARNED**

Year one outcomes were as expected.

**GOAL 4**

**Promote effective solid waste disposal**

**MEASURE**

Implement strategies to promote effective solid waste disposal.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Complete waste stream analysis;	Completed: Waste stream analysis completed March 2006.
Complete application for recycling facility; and	In process: Analysis of the feasibility of the project is being conducted. Discussions are being held regarding the location, number, and sizing of a potential recycling facility.
Complete feasibility study for bioreactor technology.	In process: RFP for feasibility study has been processed and the team is awaiting responses.

**LESSONS LEARNED**

While conducting research into existing recycling facilities, it became apparent that there are many different, creative options available. Potential solutions should not be limited to existing experience. New technologies and business practices should be explored. To insure the effectiveness of any program, all current and future stakeholders should be included in the process.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

**In collaboration with public and private partnerships we strive for:**

**Efficient delivery of public services**

**PRIORITY TEAM**

- Assessor
- Auditor-Controller
- Chief Executive Office
- Clerk of the Board
- Clerk-Recorder
- County Counsel
- General Services Agency
- Strategic Business Technology
- Treasurer-Tax Collector

**GOAL 1**

**Improve customer satisfaction**

**MEASURE**

Reduce customer complaints and improve satisfaction levels.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Develop customer satisfaction measurement tool for all departments to use.	A customer satisfaction survey was developed and is available to customers in 162 customer service locations. The same customer satisfaction survey is also available to the public on the County web page by selecting "How are we doing?" Quarterly reports will be provided to departments.
Implement Customer Relationship Management System (CRM) software and track and trend customer complaints.	Implementation of the Customer Relationship Management System (CRM) was approved by the Board of Supervisors on 5/9/06 after three departments (Environmental Resources, Public Works and Agricultural Commissioner) had successfully participated in a pilot program from January-April. Nine additional departments have been configured and trained as part of Phase One, and we are now preparing the schedule of departments for Phase Two.
Establish baseline measure for satisfaction and complaints.	A total of 615 customers have completed the customer satisfaction survey. Survey ratings show that 76.5% of

our customers agree or strongly agree that overall they are satisfied with the services (and/or information) received from the department. This is the lowest scoring question on the survey. Eighty-three percent agree or strongly agree that staff were courteous and respectful. This is the highest scoring question on the survey.

Twelve departments are currently using CRM to process customer requests and complaints. A total of 3,350 requests for service have been entered into the CRM system since the pilot began February 1, 2006. 3,205 requests have been resolved and closed; 145 are currently being processed. CRM is available on the County web page.

**LESSONS LEARNED**

Several departments have not received any completed customer satisfaction surveys. Some of these departments provide service directly to other County departments rather than providing service to external customers. It appears that the customer survey results mainly reflect feedback from external customers. Efforts will be initiated in the coming year to increase the number of surveys completed by internal customers (County staff). Very few survey results are being received from the on-line survey on the County web page. More effort needs to be dedicated to advertising the on-line survey. At the time the measures were adopted, the priority team believed that CRM would provide a mechanism for tracking and trending customer complaints. Once CRM was implemented in County departments it became clear that CRM tracks and trends customer requests for service rather than complaints. Trending timely response to request and satisfaction ratings with the response to requests are better measures for CRM.

**GOAL 2**

**Increase e-government (electronic) services and transactions**

**MEASURE 1**

Increase the number of government services provided electronically.

<b>ONE YEAR RESULTS</b>	
<b>Expected Outcomes for Fiscal Year 2006-2007</b>	<b>Actual Outcomes through September 2006</b>
Establish baseline and initiate five (5) e-government projects using e-forms involving one (1) or more departments. Proposed projects include: e-payments, e-procurement, Customer Relationship Management System (CRM), e-forms, e-payroll, and electronic document management and workflow.	Departments completed a survey and an inventory was created reporting the number of existing e-government services and new services planned for the future. Sub-committees are working on implementation of Electronic Document Management and Workflow (EDM), e-payment, CRM, e-procurement, e-benefits, automated Pay for Performance system, and Human Resources Management System upgrade. Three EDM projects have been completed. Video streaming of Board of Supervisors meetings is now available to the public. The tax payment remittance processing system has been installed and is in operation. The e-government systems providing direct benefit to our external customers include EDM, e-payments, CRM, and the Board of Supervisors video streaming. The public has access to CRM on the County web page. The Business Technology Strategy providing a five year plan for technology is in development and strategic priorities for the plan will be developed soon.

## MEASURE 2

Increase the percentage of government transactions conducted electronically.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Establish baseline and initiate five (5) e-government projects using e-forms involving one (1) or more departments. Proposed projects include: e-payments, e-procurement, CRM, e-forms, e-payroll, and electronic document management and workflow.	See outcomes reported for Measure 1.

### LESSONS LEARNED

The priority team believes that the number of e-government services and percentage of e-government transactions are effective methods for measuring increases in e-government services and transactions. The team struggled with a consistent, clear definition of e-government. Departments had many different definitions of e-government and the types of services they were reporting as e-government. The team decided that any document available on the website that must be printed and completed by hand did not qualify for e-government. A consistent definition of e-government will continue to be a challenge as technology changes over time. It is likely that the public is not aware of many of the e-government services available and a marketing campaign will be an important strategy for educating the public. While many departments are working on individual e-government projects, there is no existing mechanism for capturing this information or developing a comprehensive record of Countywide e-government initiatives. It will also be important in the coming year to record an accurate accounting of public use of the County website to create additional baseline data.

### GOAL 3

**Improve the efficiency of County government processes**

### MEASURE

Reduce turnaround time.

ONE YEAR RESULTS	
Expected Outcomes for Fiscal Year 2006-2007	Actual Outcomes through September 2006
Create an inventory of processes, establish baseline for each process, prioritize the inventory and flow map the highest priority process.	Departments were asked to identify and prioritize their most important processes. Each department designated staff to serve as process improvement experts and to learn to streamline processes using the County's process improvement model called Q.U.I.C. (Question, Understand, Identify and Change). A database for capturing all process improvement analysis was developed. Departments' processes, flow charts, and improvement analyses will be reported in the database and will be available for staff review.

### LESSONS LEARNED

Turnaround time was recommended as the best measure of success for this goal because the team concluded that turnaround time represents all time savings due to delays, error rates, rework, duplication, etc. Staff raised questions about including other measures of success and the priority team is considering additional measures for year two. Also, staff expressed confusion about applying the Q.U.I.C. model to some of their department functions. The team determined that a clear definition of a process is needed to help staff effectively use the Q.U.I.C. model to streamline processes and improve efficiencies.



## ALIGNMENT—PAY FOR PERFORMANCE

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The Pay for Performance evaluation program applies to Department Heads, Managers and Confidential Assistant employees. The process consists of three phases involving 1) team evaluations and self-evaluation, 2) supervisor evaluation and 3) adoption of the Development Plan. The purpose for including the Development Plan in the evaluation process is to align our leadership team's focus with the Board of Supervisors priorities, goals and measures, and a set of disciplines required to successfully support the challenges of the organization.

The Development Plan is an important part of the evaluation cycle. When the employee creates the Development Plan, he or she is defining a plan for the coming year that is focused on growth and development. The Development Plan also allows an employee to identify development goals that respond to feedback from the evaluation team and the supervisor. To emphasize the importance of meeting the goals in the Development Plan, it is now a scored part of the evaluation.

The new Development Plan process is also designed to align an employee's goals to the goals of their supervisor. This insures that the employee and the supervisor are working towards the same goals and strengthens the efforts of the team in achieving its expected outcomes. The supervisor's success in completing his or her Development Plan goals is dependent on the supervisor providing the proper guidance and support to help his or her employees to be successful.

A Development Plan template is provided to assist employees in preparing their Development Plan. The Manager's Development Plan has three sections – strategic priorities, required disciplines and professional development goals. The Confidential Assistant's Development Plan has two sections - strategic goals and development goals.

**Strategic priority goals** are related to the strategic direction of the County (the Board of Supervisors priorities, goals and measures) and the strategic direction of the department. The Board of Supervisors officially adopted the goals and measures to support their priorities in October 2005. For more information refer to Tab 3 through Tab 9. Many departments have adopted strategic plans that are aligned with the Board priorities.

**Required disciplines goals** comprise the second section of the Development Plan. The four required disciplines are 1) fiscal stability, 2) skilled and competent workforce, 3) safe and secure workplace and 4) ethical workplace. These disciplines are more operational in nature and are required to successfully support the Board priorities and the challenges of the organization.

**Professional development goals** are related to an employee's own development. These goals could include new skills the employee wishes to acquire, new projects or address opportunities for improvement identified by the employee's team members and/or the employee's supervisors.



## MANAGER DEVELOPMENT PLAN

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NAME

POSITION

DEPARTMENT

RATING PERIOD

### STRATEGIC PRIORITIES

BOARD PRIORITY

GOAL 1

ACTION PLAN

EXPECTED OUTCOME

WEIGHTED %

GOAL 2

ACTION PLAN

EXPECTED OUTCOME

WEIGHTED %

BOARD PRIORITY

- Efficient delivery of public services.

GOAL 1

- Improve customer satisfaction.

---

**ACTION PLAN**

---

**EXPECTED OUTCOME**

---

**WEIGHTED %**

---

**GOAL 2**

- Improve efficiency of County government processes.

---

**ACTION PLAN**

---

**EXPECTED OUTCOME**

---

**WEIGHTED %**

---

**REQUIRED DISCIPLINES**

---

**FISCAL STABILITY**

---

**GOAL 1**

---

**ACTION PLAN**

---

**EXPECTED OUTCOME**

---

**WEIGHTED %**

---

**GOAL 2**

---

**ACTION PLAN**

---

**EXPECTED OUTCOME**

---

**WEIGHTED %**



**SKILLED & COMPETENT  
WORKFORCE**

**GOAL 1**

**ACTION PLAN**

**EXPECTED OUTCOME**

**WEIGHTED %**

**GOAL 2**

**ACTION PLAN**

**EXPECTED OUTCOME**

**WEIGHTED %**

**A SAFE & SECURE  
WORKPLACE**

**GOAL 1**

**ACTION PLAN**

**EXPECTED OUTCOME**

**WEIGHTED %**

**GOAL 2**

**ACTION PLAN**

**EXPECTED OUTCOME**

---

**WEIGHTED %**

---

**AN ETHICAL WORKPLACE**

---

**GOAL 1**

---

**ACTION PLAN**

---

**EXPECTED OUTCOME**

---

**WEIGHTED %**

---

**GOAL 2**

---

**ACTION PLAN**

---

**EXPECTED OUTCOME**

---

**WEIGHTED %**

---

**PROFESSIONAL DEVELOPMENT**

---

**GOAL 1**

---

**ACTION PLAN**

---

**EXPECTED OUTCOME**

---

**WEIGHTED %**

---

**GOAL 2**

---

**ACTION PLAN**

---

---

**EXPECTED OUTCOME**

---

---

**WEIGHTED %**

---

---

Supervisor \_\_\_\_\_

Date \_\_\_\_\_

Employee \_\_\_\_\_

Date \_\_\_\_\_



## CONFIDENTIAL ASSISTANT DEVELOPMENT PLAN

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**NAME**

**POSITION**

**DEPARTMENT**

**RATING PERIOD**

### STRATEGIC GOALS

**GOAL 1**

**ACTION PLAN**

**EXPECTED OUTCOME**

**WEIGHTED %**

**GOAL 2**

**ACTION PLAN**

**EXPECTED OUTCOME**

**WEIGHTED %**

### DEVELOPMENT GOALS

**GOAL 1**

**ACTION PLAN**

---

---

**EXPECTED OUTCOME**

---

---

**WEIGHTED %**

---

---

**GOAL 2**

**ACTION PLAN**

---

---

**EXPECTED OUTCOME**

---

---

**WEIGHTED %**

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Supervisor \_\_\_\_\_

Date \_\_\_\_\_

Employee \_\_\_\_\_

Date \_\_\_\_\_



## ALIGNMENT—BUDGET

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### **Strategic Priorities**

The Board of Supervisors' priorities define the future direction for the County and the areas of concern most important to the Board. On October 25, 2005, the Board of Supervisors adopted goals defining specific actions to support their priorities. These goals and actions define how the County will successfully achieve its vision. These strategic priorities, goals and expected outcomes form Stanislaus County's Strategic Plan. These priorities also serve as a guide to departments for future planning.

Just as an organizational strategic plan provides direction for the County, each department must develop a strategic plan to shape its future focus. Employees in the department should be able to understand the link between the department's future direction and the direction outlined in the organizational strategic plan. While departments may have some strategic priorities that are unique to the work of the department, there should be a clear alignment of other departmental priorities with the priorities of the organization.

Each department is asked annually to include a discussion of strategic priorities in the budget narrative. The following example was provided to departments to assist them in discussing their strategic priorities.

#### ***Board Priority: Efficient Delivery of Public Services***

***Goal: Improve customer satisfaction***

***Expected Outcome:*** A baseline measure of customer complaints will be implemented in the General Services Agency to measure effectiveness, response and quality of services provided. All customer complaints will be documented and the follow up recommendations will be noted. This data will be captured in order to develop trends of needs and customer issues and/or dissatisfaction. It will also be used to determine what we are doing right, so that we can focus our efforts in that direction. The Department will use the Customer Relations Management software when available as well as the countywide customer satisfaction tool once implemented.

### **Operational Priorities**

While the future direction for the department outlined in the strategic plan is important, it must also be balanced with a focus on day-to-day operations. Operational priorities are concerned with the current challenges of administering your programs, meeting customer expectations and meeting mandated levels of service. They define a short-term direction for the organization, usually for a

twelve-month period. These priorities are likely to be unique for each department and may already be in place.

**Example:** The operational priorities for the Risk Management Division in the coming year will be:

1. *Facilitate 100% compliance among County Departments to meet and maintain safety goals on an ongoing basis.*
2. *Continue to provide effective safety education to prevent injuries and ensure a safe working environment for all employees.*
3. *Evaluate the nature, time lost and cost of work related injuries and benchmark this data against other comparable agencies.*

*In order to accomplish these priorities the Risk Management Division will ensure that the Departments understand the requirements associated with each component of the safety compliance process. Staff will follow up with the County departments at regular safety meetings to remind them of compliance objectives and requirements. Risk Management will coordinate and schedule ongoing safety training for employees and offer special workshops annually. Finally, in order to help mitigate the costs associated with job related injuries, Risk Management will review the outcome of the benchmark survey data and institute new procedures as warranted based upon the benchmark data.*



## GLOSSARY OF MEASUREMENT TERMS

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**Action Plan**—The step by step process for implementing a change. Each step should specify what action will occur, who is responsible for completing the action, the expected deadline for completion and any resources needed for the action.

**Aligning Demand**—In our focus on continuous improvement we need to listen to and understand what our customers need from us. We then align this demand with available resources.

**Alternative Service Method**—A process improvement option that considers whether a service can be better delivered using a different method.

**Baseline**—The current level of performance. Baseline data can be based on historical data or how our customers rate us today.

**Benchmarking**—The process of determining who is the very best, who sets the standard, and what that standard is.

**Calculating Benefits**—Once you have analyzed your costs, you can then determine the benefits you would realize from your identified improvements.

**Cost Benefit Analysis**—This quantitative analysis involves looking at the costs of our current process and projecting the benefit of implementing new steps.

**Direct Costs**—Expenditures that can be specifically allocated to the provision of a particular service.

**Educate Your Customers**—Customers may have an unrealistic expectation of the service you are able to provide. This is the process of providing your customer with information on the limitations your department might face.

**Effectiveness**—Is a qualitative measure. This is the relationship between the output of a service or program and its outcomes. The more these outputs produce the desired outcomes, the more effective the service is.

**Efficiency**—Is a quantitative measure. This is the ratio of outputs to inputs, or the amount of output per unit of input.

**Expected Outcomes**—The process of identifying expected performance levels for five and ten years from today as well as the next twelve months. Encourages long-term thinking about where you want to be in the future.



**Focus Group**—A dynamic process for listening and learning from your customers. This differs from a written survey because the focus group participants verbally share their needs and expectations and you will have the ability to ask questions.

**Goals**—Support the Board priorities and ensure the successful implementation of the priorities.

**Goal Champion**— A champion will be selected for each goal. He/she will in turn create a team. The goal team will determine the measures for each goal and present them to the Board for adoption. Once adopted, they will be responsible for implementing the goals and measuring their success.

**Goal Team**— In some instances, goal champions have recruited other individuals to assist them in the selection of measures for the goal. The role of the goal team member is to provide additional input to the team. Some goal team members will assist the goal champion in the implementation of the goal. Some goal team members limited their participation to the selection of the measures and will not be expected to participate in the implementation of the goal.

**Implementation Plan**—Departmental staff have the direct ability to support the goals and implement a plan for achieving these goals and measures.

**Inputs**—The resources necessary for the services we provide—funding, staff or equipment.

**Lessons Learned**—The process of discovering new information that may cause you to adjust your target measures. The written analysis of lessons learned conveys to others the new information and adjustments made.

**Needs Assessment**—Determining what your customers need as a group and then prioritizing those needs.

**Outcomes**—The quantifiable impacts or results of our services such as increasing customer satisfaction, profitability and productivity.

**Outputs**—Tangible products or services produced. This tells you what you got out of what you put in.

**Performance Measures**—A way of costing and tracking the efficiency, effectiveness and community impact of a particular program or service over a period of time.

**Priorities**—Establish the future direction of the County as identified by the Board of Supervisors.

**Priority Measures**—Define expected levels of performance to assess the organization's progress toward the attainment of the Board Priorities.

**Priority Teams**—Each Board Priority will have a team comprised of various departments.

**Quantitative**—Those measures that calculate tangible results such as efficiency. Often referred to as hard data.

**Qualitative**—Those measures that incorporate subjective performance indicators such as customer service surveys. Often referred to as soft data.

**Q.U.I.C.**—The County's process improvement model that is used to identify improvement opportunities. The steps in the model include Questioning the value and benefit of the process; Understanding the process (by diagramming the flow), problems and effects of problems; Identifying solutions to the problems; and Changing the process.

**SMART**—A model used to measure performance. Determines if the performance measures are specific, measurable, achievable, realistic and timed.

**Stretch Targets**—Means you are stretching your performance beyond current levels.



## NEXT STEPS

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### **BEGINNING IMPLEMENTATION**

The Board of Supervisors adopted the goals and measures for each of the Board priorities on October 18, 2005. County Department Heads and the Board of Supervisors review the goals annually and make adjustments as appropriate. This formal approval by the Board establishes a strategic plan for the organization and begins the process of implementation.

#### **Organizational Implementation**

Priority teams are responsible for the development, oversight and success of the goals and measures. Department heads have been assigned to priority teams based on the most logical link between the priority and departmental responsibilities. These priority teams developed the goals and measures to support the Board priorities. Individual department heads are champions of specific goals. This means that the goal champions have primary responsibility to insure the successful achievement of the goal.

Ongoing monitoring of goal status occurs when priority teams meet with Chief Executive Office leadership. Priority teams review goal status regularly and are responsible for presenting an annual report to the Board of Supervisors.

#### **Departmental Implementation**

In order for priority teams to be successful in achieving the goals and measures, departmental focus on this organizational strategic plan is essential. Some goals and measures will apply to all County departments (i.e. improving customer satisfaction and improving the efficiency of County government processes). Other goals and measures will apply only to certain departments.

The department head and departmental leadership team will identify the goals and measures the department is expected to support. The leadership team will select departmental goals that align with the organizational goals. Next, the leadership team must review the measures for the organizational goal and develop a plan for meeting the measures. Each goal specifies what the performance levels should be at the end of twelve months and five years. Departmental leadership will determine the steps to take to insure the department is achieving the expected outcomes. For more information, refer to the Departmental Level Flow Chart Tab 1 Page 8, Implementation Plan Tab 10 Section G, and Action Plan Tab 10 Section H.

Each department is responsible for reporting results to the CARE Unit. Department heads are notified of the required reporting schedule. The CARE Unit develops organizational reports to be used at department head meetings and for the annual report to the Board of Supervisors.

## **Preparing for the Annual Report**

Annually, the priority teams report to the Board of Supervisors on their accomplishments in meeting the expected outcomes of the goals and measures. Performance reports are collected from each department to prepare the priority team reports. Refer to Tab 10 Section I. In some instances, a department or departments will determine that they were unable to meet the expected outcome for that reporting period. If this occurs, departments must provide an analysis of the strategies the department implemented to meet the expected outcomes and the reasons performance did not meet the targets. This analysis will summarize the “lessons learned” by the department.

Lessons learned should include discussions of:

- any strategy used by the department that did not provide the expected results,
- unanticipated obstacles or barriers that impacted performance,
- new information that impacts performance,
- new strategies to be implemented by the department in the future to achieve expected outcomes

## **Aligning with Employee Performance and Finances**

Organizational strategic planning is most effective when it is aligned with the employee performance evaluation system and the budgeting process. A new Pay for Performance system for department heads and managers has been designed to incorporate organizational planning into the employee performance evaluation system. See Tab 10 Section J. For more information on the budget process, refer to Tab 10 Section K.

## **ANNUAL IMPLEMENTATION**

Just as we evaluate performance and prepare our budgets annually, we must review our planning process on an annual basis. At the end of the first twelve months, each department must compare its performance to expected outcomes and make adjustments for the coming year. The departmental measures or the action plan developed by the department may not have been adequate to help the department achieve expected performance. The department may need to improve the review and reporting process to insure staff adheres to the plan and meets their targets. This annual review process allows the department to make mid-course corrections that will allow them to move forward.

It is important to remember that the twelve-month measures are just the first step towards successful achievement of the five-year measures.