



Strategic Plan Goal – Good Governance

Board of Supervisors Meeting
1/24/17



Presentation Overview

- Review the goal meaning
- Review objectives being proposed to be replaced
- Review proposed objectives
- Review proposed tasks
- Ask the Board of Supervisors to adopt the new objectives and tasks and remove the prior objectives



Strategic Plan – Good Governance

- **Good Governance** – Achieving the best possible process for making and implementing decisions in accordance with the County’s core values, legal requirements and industry best practices.
- Why are we recommending new objectives and tasks?



Strategic Plan – Good Governance

- Objectives being proposed to be replaced:
 - Establish sound fiscal policies and enable trust and transparency by ensuring accountability, efficiency, flexibility, innovation and excellence in all operations
 - Support decision-making with timely and accurate short and long-term analysis
 - Accountability with respect to laws, regulations and policy compliance
 - Provide responsive and accessible leadership and deliver timely and courteous service to all customers, while promoting effective two-way communication
 - Attract, motivate, develop and retain a high-quality engaged and productive workforce



Strategic Plan – Good Governance

- Objectives being proposed:
 - Review and update all ordinances and establish mechanisms for timely reviews and updates based on relevance (including internal and external conditions)

 - Review and update policies related to inter-office and public services. Establish a mechanism for timely updates, review for relevance to ensure a balance between appropriate level of internal control and efficient work flow



Strategic Plan – Good Governance

- Identify and implement “best practices” within central support departments, and develop service level standards of central support departments/divisions/programs for the purpose of continuous service improvement as well as establishing a framework for improved communication and customer engagement
- Develop service level standards for all line/constituent facing departments for the purpose of continuous service improvement as well as establishing a framework for improved communication and customer engagement



Strategic Plan – Good Governance

- Develop proactive internal and external communication processes to effectively inform County employees, members of the public and the press of County events, processes, decisions, level of service, and reasoning
- Develop and implement best practices relative to the operation of the Board of Supervisors



Strategic Plan – Good Governance – Objective 1

- Review and update all ordinances and establish mechanisms for timely reviews and updates based on relevance (including internal and external conditions) (December 2018)
- Task 1 – Identify stakeholders for all ordinances
- Task 2 – Establish criteria that require review and revisions to existing ordinances
- Task 3 – Request all stakeholders to review ordinances and identify which ordinances require revision
- Task 4 – Request all stakeholders to prioritize ordinances that require revision and identify proposed completion dates
- Task 5 – Upon finalization of each ordinance, include a sunset date or time frame in which the identified stakeholders are responsible for ensuring the ordinance is reviewed for relevance and appropriateness



Strategic Plan – Good Governance – Objective 2

- Review and update policies related to inter-office services and public services. Establish a mechanism for timely updates, review for relevance to ensure a balance between appropriate level of internal control and efficient work flow. (December 2017)
- Task 1 – Identify stakeholders and responsible departments for all Board policies
- Task 2 – Establish criteria that require review and revisions to existing BOS policies
- Task 3 – Request all stakeholders to review policies and identify which ones require revision
- Task 4 – Request all stakeholders to prioritize policies that require revision and identify proposed completion dates
- Task 5 – Conduct a gap analysis to identify whether additional policies are needed
- Task 6 – Upon finalization of each policy, identify a time frame in which the identified stakeholders are responsible for ensuring the policy is reviewed for relevance and appropriateness



Strategic Plan – Good Governance – Objective 3

- Identify and implement ‘best practices’ with central support departments, and develop service level standards of central support departments/divisions/programs for the purpose of continuous service improvement as well as establishing a framework for improved communication and customer engagement (June 2017)
- Participating departments/divisions – Clerk of the Board, CAO, Contracts and Procurement, Human Resources, County Counsel, Information Technology, Risk Management, Facilities, Fleet, Treasurer-Tax Collector and Auditor-Controller



Strategic Plan – Good Governance – Objective 3

- Task 1 – Request each department head, for the identified departments, to identify up to five ‘best practices’ that could be considered for implementation, including the benefit to the County
- Task 2 – Request each department head, for the identified departments, to identify the steps needed to implement the best practice, including the fiscal impact and ROI
- Task 3 – Request each department head, for the identified departments, to develop a dashboard identifying a minimum of five service level indicators and the service level goal based on existing resources
- Task 4 – Include the service level indicators and service levels in the annual budget narratives provided by each department
- Task 5 – Incorporate the service level dashboards into an Internet and/or Intranet website format in order to increase transparency



Strategic Plan – Good Governance – Objective 4

- Develop service level standards for all line/constituent facing departments for the purpose of continuous service improvement as well establishing a framework for improved communication and customer engagement (June 2018)
- Participating departments/divisions – CDA, HHSA, Probation, Public Defender, Recorder-Clerk, Surveyor, Ag Commission, Assessor, Child Support, District Attorney, Library and Sheriff
- Task 1 – Request each department head, for the identified departments, to develop a dashboard identifying a minimum of five service level indicators and the service level goal based on existing resources
- Task 2 – Include the service level indicators and service levels in the annual budget narratives provided by each department
- Task 3 – Incorporate the service level dashboards into an Internet and/or Internet Website format in order to increase transparency



Strategic Plan – Good Governance – Objective 5

- Develop proactive internal and external communication processes to effectively inform County employees, members of the public and the press of County events, processes, decisions, level of service, and reasoning (June 2017)
 - Task 1 – Hire a Communication and Outreach Manager
 - Task 2 – Develop a tool to obtain feedback from County stakeholders regarding communication gaps
 - Task 3 – Review and meet with other jurisdictions to determine best practices regarding external communication strategies



Strategic Plan – Good Governance – Objective 6

- Develop and implement best practices relative to the operations of the Board of Supervisors (June 2017)
- Participating departments/divisions – CAO, Board Clerk and County Counsel
- Task 1 – Identify a facilitator to provide public workshop/training for the Board of Supervisors, Board staff and Department Heads and schedule a date for the workshop
- Task 2 – Identify staff from the CAO, Board Clerk and County Counsel to be responsible for documenting best practices and procedures for consideration
- Task 3 – Review other counties to identify what processes and policies they have in place regarding procedures and guidelines for the Board of Supervisors
- Task 4 – Prepare and finalize best practices, policies and procedures for discussion and approval by the Board of Supervisors



Recommendation and Conclusion

- The recommendation is to adopt the new objectives and tasks