



Legislation Text

File #: 11-0148, **Version:** 1

Chief Administrative Officer recommending the Board receive information and provide direction regarding the strategic direction and plans for the County. (Est. Time: 30 Min.)

Background: The Board directed the Chief Administrative Officer (CAO) to return with a plan and strategic direction for the County. At this point in time the CAO is recommending a strategy of taking small, visible steps toward a practical mid-term vision. We simply don't have the resources to spend a lot of time in the strategic planning process to define a long-term vision in the midst of the current unstable State situation. The concept is to rally the troops around simple, common shared interests that will find immediate efficiencies in our operations and lead to long-term big gains.

Guiding Principles:

- Be accountable for the responsible use of all taxpayer dollars;
- Improve operational efficiency by strengthening internal infrastructure in Finance, Management, Human Resources, and IT;
- Develop and implement measurable results for various levels of County operation;
- Strive to limit growth in employee count, but expand employee productivity;
- Encourage cooperation with other jurisdictions (cities) and the community (not-for- profits).

Steps:

- 1) Talk with all Department Heads and Electeds regarding:
 - a) Suggestions, comments, and input on the plan;
 - b) Areas of interest and/or expertise for participation on the "action teams";
 - c) Continue talking and being out in the departments on an ongoing basis.
- 2) Form "action teams" with Department Heads/Electeds to concentrate on improvement in:
 - a) Financial skills and streamlining financial activities;
 - b) Human Resources consistency and strength;
 - c) IT modernization;
 - d) Management training, development and focus.
- 3) "Action teams" act to:
 - a) Develop ideas, suggestions, and areas for improvement;
 - b) Develop the long-term vision for each area of focus;
 - c) Identify immediate action steps;
 - d) Implement action steps;
 - e) Monitor progress and update plan.
- 4) Monitor and report progress; make adjustments.

Roles:

District Supervisors:

- Support plan;
- Provide input to teams;
- Set policy;
- Insist on results, accountability and consequences.

CAO:

- Move overall plan forward, step by step;
- Insist on substance, not fluff;
- Ensure follow-through.

CAO Analysts:

- Participate as members of the “action teams” and monitor progress;
 - Use “action team” issues to delve deeper into departmental operations;
 - Provide overall management consulting to department;
 - Participate as CAO team to integrate issues for overall County plan;
 - Benefit by management development opportunities provided by participating in “action teams” and implementation process.

Department Heads/Electeds:

- Serve as member of “action teams”;
- Benefit by management development opportunities provided by participating in “action teams” and interaction with other department heads.

Reason for Recommendation: The CAO has completed Step 1 and is in the process of completing Step 2 of this process. Action teams have been formed and the first meetings have been scheduled. The goal of these first meetings is to create a vision based on the question, "What should this look like when it is working well?". Once the vision had been established, the teams will be tasked with coming up with small steps towards this vision.

Action to be taken following Board approval: The CAO will report back to the Board in March regarding the outcome of the initial meetings. The CAO is recommending that this report back to the Board coincide with the annual adoption of Board goals. If appropriate, the visions of these action teams will be incorporated into these Board goals.

Contact: Terri Daly, Chief Administrative Officer