



Three-Year Tactical Plan for Board of Supervisors-Identified Strategic Plan Goal

Goal 1: Advance innovation

<p>Meaning (expanded definition of goal)</p> <p><i>To push for, or introduce, something new that will improve outcomes and top-quality service delivery</i></p>	<p>Key Concepts (Actionable items reflected in meaning)</p>			
	<p>Continuous quality improvement</p> <p>An organization can better serve if it is willing to continuously evaluate and improve its services and organizational processes</p>	<p>Core competency standards</p> <p>Defining the desired staff skills and building the organization around them is the best way to achieve goals</p>	<p>Partnerships</p> <p>Internal and external partnerships and teams bring new perspectives and ideas to problem solving</p>	<p>Improve technology and tools</p> <p>Up to date, data-driven systems and equipment are imperative for staff productivity, service delivery and outcome measurement</p>
	<p>Objectives (SMART-based outcomes that advance the goals and can be achieved in the next three years)</p>			
<p>A. Customer satisfaction is improved by analyzing and altering work flow to maximize effectiveness and efficiency</p> <p>B. The organization embraces change to serve our customers more effectively</p>	<p>C. Staff skills are more concretely aligned with organization's business needs</p>	<p>D. An inventory of potential sharing opportunities and partners within the region is developed and maintained</p> <p>E. Participation in professional organizations in every discipline is commonplace</p>	<p>F. Organizational responsiveness and effectiveness is improved through better communication and mobility</p> <p>G. More services are available online both internally and externally</p> <p>H. Desktop computers, major systems software and network hardware is kept up to date</p> <p>I. Fiscal information is readily accessible through dashboard reporting countywide</p> <p>J. Human resource information management capabilities are more effective, available and intuitive</p>	

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Objectives & Implementation Tactics (expected completion date)	Measures of Success	Champions
<p>A. Customer satisfaction is improved by analyzing and altering work flow to maximize effectiveness and efficiency</p> <ul style="list-style-type: none"> • Develop standard approach for work flow improvement (complete) • Create training program for staff on improvement process (2015-16) • Ensure all future labor agreements contain consistent language that promotes change and flexibility (complete) • Inventory business processes to analyze (complete) • Implement annual employment and customer satisfaction survey to create organizational report card. (2015-16) 	<ul style="list-style-type: none"> • Cost savings (staff time and hard dollars) realized as a result of streamlining service delivery processes • Customer satisfaction is measured and improves as a result of improved work flows 	<p>County Administration Human Resources</p>
<p>B. The organization embraces change to serve our customers more effectively</p> <ul style="list-style-type: none"> • Adopt a change management model that provides a standard approach for how we implement and communicate major organizational changes (complete) • Establish standard process for staff to recommend and participate in the development of new ideas (complete) • Explore and incorporate best practices and stay abreast of recent research in every discipline (complete) 	<ul style="list-style-type: none"> • New ideas implemented result in savings or an outcome such as reduced recidivism, increased revenue, decreased County cost, etc. 	<p>County Administration Human Resources</p>
<p>C. Staff skills are more concretely aligned with organization’s business needs</p> <ul style="list-style-type: none"> • Identify and define core competencies at all organizational levels (complete) 	<ul style="list-style-type: none"> • Employee evaluations at ‘meets’ or ‘exceeds’ standards based on core competencies 	<p>Human Resources</p>
<p>D. An inventory of potential sharing opportunities and partners within the region is developed and maintained</p> <ul style="list-style-type: none"> • Convene internal team, working with LAFCo, to identify shared services/resources/equipment across departments/organizations (complete) • Develop model for shared resources and make recommendations for further exploration (complete) 	<ul style="list-style-type: none"> • New partnerships created result in increased revenue or decreased staff time/costs 	<p>County Administration Shared Resources Team LAFCo</p>
<p>E. Participation in professional organizations in every discipline is commonplace</p> <ul style="list-style-type: none"> • Identify appropriate organizations and budget for associated fees (ongoing) • Encourage staff to join in existing forums/groups (complete) • Identify gaps where participation does not exist (complete) • Propose solutions to fill identified gaps with ‘wiki’ style collaboration tools or new user groups (complete) 	<ul style="list-style-type: none"> • New ideas/best practices considered/implemented as a result of increased staff participating in professional organizations • New ideas submitted into Continuous Quality Improvement suggestion process 	<p>County Administration Human Resources</p>

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<p>F. Organizational responsiveness and effectiveness is improved through better communication and mobility</p> <ul style="list-style-type: none"> • Replace antiquated voicemail system with unified messaging system (complete) • Develop Mobile Computing Standards (complete) • Create/deploy internal collaboration tools where staff can share information across departments (complete) 	<ul style="list-style-type: none"> • Increased staff collaborating internally, using new tools for collaboration (i.e. cloud and information sharing services, etc.) 	<p>Information Technology</p>
<p>G. More services are available online both internally and externally</p> <ul style="list-style-type: none"> • Identify self-service as a priority in the IT Strategic Plan (complete) • Inventory existing self-service opportunities in Yolo (complete) • Compare inventory to other counties and municipalities to develop new self-service priorities (complete) • Prioritize and recommend future self-service opportunities (complete) • Participate in regional efforts to enhance broadband deploying and adoption in underserved areas (complete) • Provide self-service opportunities to access Yolo County Archive information through digital means (2015-16) • Develop digital preservation plan for Yolo County records (2015-16) • Develop Paperless Court Document Submission portal (2014-15) 	<ul style="list-style-type: none"> • New self-service projects implemented • Savings in staff time or costs as a result of new self-service initiatives, i.e. online bill pay for fees and fines, completed 	<p>Information Technology</p>
<p>H. Desktop computers, major software systems and network hardware is kept up to date</p> <ul style="list-style-type: none"> • Develop funding model and ongoing replacement plan to ensure standards are maintained (complete) • Develop hardware standards for PCs, servers, networking hardware, etc. (complete) • Develop software lifecycle plan for all major systems (2015-16) 	<ul style="list-style-type: none"> • Reduction in old hardware and software (i.e. PCs less than 4 years old) results in increased productivity 	<p>Information Technology</p>
<p>I. Fiscal information is readily accessible through dashboard reporting countywide</p> <ul style="list-style-type: none"> • Create Fiscal Needs Team (complete) • Identify gaps in current financial system needs (complete) • Provide recommendations to Board on solutions (complete) 	<ul style="list-style-type: none"> • All fiscal needs identified in gap analysis met, including budget forecasting and management reporting 	<p>Auditor-Controller</p>

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<p>J. Human resource information management capabilities are more effective, available and intuitive</p> <ul style="list-style-type: none">• Create cross-sectional team to examine human resource information management needs (complete)• Develop business requirements for system (complete)• Provide recommendations to Board on solutions (complete)• Develop project plan for implementation (complete)	<ul style="list-style-type: none">• HRIS needs identified in gap analysis met through implementation of selected system and procedures	Human Resources

Key Concepts: Advance innovation

