



**COUNTY OF TULARE
STRATEGIC MANAGEMENT SYSTEM
UPDATE (2016-2020)**



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A MESSAGE FROM THE TULARE COUNTY BOARD OF SUPERVISORS

Tulare County is a great community in which to live, work and raise a family. It is also the gateway to the High Sierra and two National Parks that are enjoyed by more than 1.5 million visitors each year. Our agriculture industry is unmatched for productivity across America and agribusiness leaders from around the world visit our World Agriculture Exposition each year. The County's historical heritage also adds a rich dimension to our quality of life that takes a back seat to none.

These are challenging times for local governments in California, particularly county governments. The pressures of population growth, financial instability, increasing demands for infrastructure and services, and a state fiscal crisis that severely impacts our ability to provide services are among the challenges ahead.

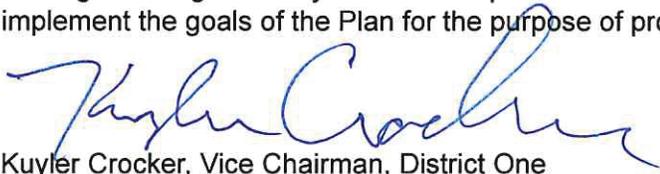
Significant among the challenges is the County's ability to continue to deliver quality Federal and State mandated social services programs that depend on a shrinking pool of financial support from those levels of government. Over fifty percent of county expenditures are mandated programs. The gap between mandated services and diversion of federal and state funding to counties continues to widen. Consequently we, in effect, are asking county employees to continue to provide the same level of quality service with fewer dollars.

Moreover, the funding gap impacts County discretionary programs. Fewer dollars for crime prevention programs, for at-risk adults, youth and children in the mandated dependency system frequently result in a greater demand for emergency response and law enforcement services which must be funded by the County.

County Employees are our most valuable asset. It is they who must rise to the challenges of this new Strategic Management System. Our employees and management must work as a single unit with our governmental partners, the business community, schools and other community stakeholders, to provide the essential services that protect and improve the quality of life and economic well-being of all residents of the county. To paraphrase a truism of the real estate industry, we must focus, focus, focus. We must focus on developing and implementing innovative, creative and business-wise approaches to our work. Further, we must focus on providing our valued employees the best tools, working conditions and leadership we can.

This is the first Strategic Business Plan developed by Tulare County, and with it we set our sights on improving the basic way the county organization does business. It is also the first component of a management system that will be implemented over the next several months. The management system will enable the County to chart the course for accomplishing its mission – to provide the residents of Tulare County with quality services in order to improve and sustain the region's safety, economic well-being and quality of life.

In December 2016, ten years after the adoption of the Strategic Management System, the Board of Supervisors approved an update to the Strategic Business Plan. Essentially, the Board clarified key elements of the Strategic Management System and emphasized that the System is based on a Business Model designed to implement the goals of the Plan for the purpose of producing Public Value.



Kuyler Crocker, Vice Chairman, District One



Pete Vander Poel, District Two



Amy Shuklian, District Three



J. Steven Worthley, Chairman, District Four



Mike Ennis, District Five

Tulare County Board of Supervisors



Kuyler Crocker (District One-Vice Chair)



Pete Vander Poel (District Two)



Amy Shuklian (District Three)



J. Steven Worthley (District Four-Chairman)



Mike Ennis (District Five)

FOREWORD

This is Tulare County's first organization-wide Strategic Business Plan (Plan). The Plan reflects the vision of our County Board of Supervisors, its management and the independently elected County officials. It represents our County's commitment to continuous improvement, innovation and a "can do" culture with which to better serve our fellow citizens. The Plan sets forth the County's mission, the values by which it will be guided, and the goals we intend to achieve.

The Plan described herein comprises four Strategic Initiatives. Three initiatives focus on service delivery to our citizens in the areas of Safety and Security; Economic Well-Being; and Quality of Life. The fourth initiative focuses on Organizational Performance and our commitment to provide quality service at the least cost to our citizens. In achieving the initiatives of our Plan, we believe our employees are the County's most valued asset. Our commitment to them is to provide the best work environment and tools so that they may excel at their jobs.

Our vision for organizational performance is to:

- Provide quality public service measured by specific indications of our operational performance;
- Develop a skilled, solution-driven workforce whose contributions are valued and whose ideas are solicited, implemented and rewarded resulting in an environment of continuous improvement;
- Provide state-of-the-art technology with which to provide quality and timely information and delivery of services directly to the public;
- Integrate information management systems where possible to organize the County's operations in a more efficient and productive manner;
- Conduct county business and operations in an open, transparent manner, and;
- Provide for the stability of county operations through periods of economic fluctuations and changing priorities and service demands.

The County is committed to finding innovative ways to collaborate internally and with our county's cities, schools, community organizations, business community and the many other stakeholders to ensure coordination, pursue goals, solve problems, share information and leverage resources. Our commitment is to act with our community for the benefit of the community.

In December 2016, the Board approved an update to the Strategic Business Plan. The theme of the approved amendments was to enhance the County's Strategic Management System, to coordinate closely with the Board of Supervisors, and to direct the County's Economic Development Strategy. For elaboration of this update, see pages 8 through 10 of this Plan.

This Plan continues the journey.



Michael C. Spata
Tulare County Administrative Officer



THE STRATEGIC MANAGEMENT SYSTEM

The Strategic Management System (SMS) is an integrated and dynamic management system that optimizes County resources to plan, implement and monitor the delivery of County programs and services. The SMS is a continuous cycle of “plan, action, check and adjust” activities providing continuous improvement toward achieving County goals.

The SMS process begins with a long-range, five-year Strategic Business Plan (Plan). The Plan is then followed by:

- Development of shorter term County Department Operational Plans that set objectives for the next two fiscal years and allocate the resources required to achieve those objectives. Through operational planning, the County allocates resources to specific programs and services that contribute to the achievement of Strategic Plan goals
- Development of the County Operational Plan, including a two-year Financial Plan, that aligns departmental groups and department operational plans with the Strategic Plan Initiatives
- Monitoring and control with which to evaluate program performance and risks. This process allows the County to continuously track adherence to the Strategic and Operational Plans and to make adjustments when necessary or desirable
- Program linkages that ensure day-to-day coordination and cooperation across organizational lines and appropriate external stakeholders to unify efforts toward achievements
- Employee Motivation, Reward and Recognition Initiatives that set clear expectations for employees and provide rewards for meeting and exceeding those expectations

Strategic business planning is a continuous improvement process. The County’s Plan is reviewed annually and may be revised at any time, as demanded by emerging issues, significant changes in the expectations, needs and resources that reflect the County’s operating environment.

Every County employee should have knowledge of the SMS and their role in its implementation. Achieving goals requires that everyone share a sense of ownership and responsibility. Despite the important role of management leadership, success of the SMS depends on strong and effective performance at all levels

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Figure1 illustrates the SMS cycle and components.



Figure 1
The Strategic Management System Components

2016 UPDATE

In December 2016, the Board approved an update to the Strategic Business Plan. In January 2018, the Board of Supervisors revised the Update by clarifying that the Business Model should be implemented if feasible.

The theme of the approved amendments was to enhance the County's Strategic Management System, to coordinate closely with the Board of Supervisors, and to direct the County's Economic Development Strategy.

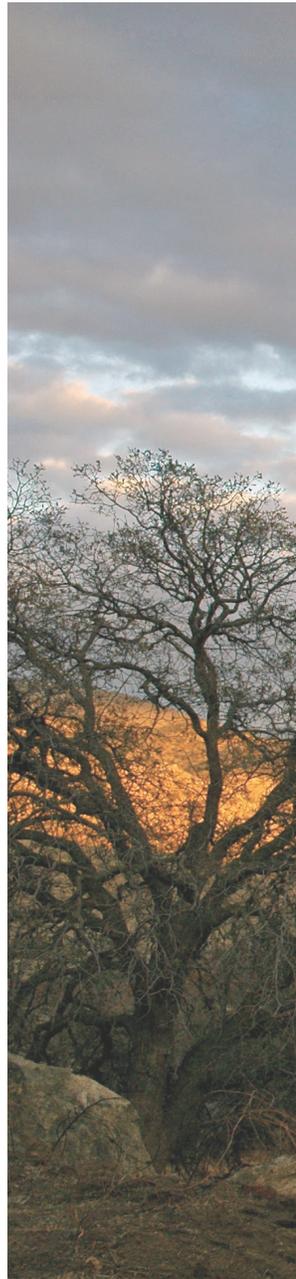
In this context, "Strategic Management" can be described as an organizational performance framework using a Business Model in which there is a proactive focus on a meaningful delivery of customer service, on a timelier basis, within budget, with a higher degree of quality, and with an emphasis on the project management method of implementation, reporting and measurement of results.

The key elements of Strategic Management are stated as follows:

- Organizational Mission and Goals;
- Proactive and Fourth Quarter Thinking;
- Retain, Create, Increase, and Capture Value Through a Business Model;
- Using Best Management Practices to Improve Customer Service;
- Team-Based and Cross-Functional Collaboration;
- Project Management Method of Operational Implementation;
- Vetting, Monitoring and Progress Reporting;
- Delivery of Timely, Cost-Effective and Measurable Results;
- Organizational Development and Employee Empowerment;
- Focus on Continuous Learning, Improvement and Achievement;
- Emphasis on Prudent Fiscal Management; and
- Evaluation of Plans, Programs and Projects.

Applied here, this Strategic Management framework is based on a "Business Model" that defines and markets Tulare County's Mission as being "Open for Business" by the following activities:

- Pro actively managing for public results with a customer-service focus;
- Expeditiously and effectively delivering public results within a collaborative, crossfunctional, teambased, and continuously improving organization;
- Measuring actual performance with accountability by retaining, creating, increasing, and capturing "public value" through a Business Model; and, most importantly,
- Regularly reporting to the Board of Supervisors -- as the publicly elected governing body of Tulare County -- for guidance and direction with respect to both strategic and operational activities.



Within this management framework, and in keeping with Tulare County's Strategic Business Plan and management system, performance in terms of a "Business Model" can be described by achieving the goals of Enhancing Public Safety and Security, Promoting Economic Well-Being, Improving Quality of Life and Strengthening Organizational Performance for the purpose of producing "Public Value."

More specifically, "Public Value" can be measured by the following:

- Completing Capital Project Construction with a Current Focus on Criminal Justice Projects, Space Planning Implementation, and Building Maintenance and Repairs Designed to Improve Public Service and Enhance Safety to the Public and Employees;
- Completing Infrastructure Construction such as Roads, Transit, Water, Wastewater, Flood Control, and Park Projects, and
- Promoting Economic Development Opportunities by Preparing the Conditions under which Jobs are Created, Income is Increased, and Durable Real Estate and Business Values are Increased.

Although it may not be feasible for every agency or department within county government to pursue a Business Model by generating new or expanded revenue, every agency or department should operate prudently within a framework of "budgetary sustainability" when proposing the addition of structural (i.e., ongoing) expenses or proposing substantial one-time costs; that is expenditure growth at the budgetary level should be reasonably affordable over time and financially feasible.

In connection with the Economic Development Strategy, Tulare County can help to spur economic development by creating the conditions under which there can be an increase in jobs, increase in income, and increase in durable real estate and business value. Through this enlightened approach to our local economy, it can be asserted that the “Rising Tide Will Lift All Boats.” With this background in mind, the Economic Development Strategy can be outlined as follows:

- (1) Businesses should be retained, expanded, created, and recruited;
- (2) Planning projects and building permits should be processed efficiently and creatively with a “can do” approach;
- (3) Infrastructure projects should be planned, funded, constructed and operated as rapidly as possible;
- (4) A target marketing plan should be established and executed focusing on business development, tourism and film activities;
- (5) Business counseling, job training and community outreach should be emphasized;
- (6) Intergovernmental economic development opportunities should be maximized where feasible and appropriate; and
- (7) Explore creative ways in which a public-private development partnership can generate increased streams of revenue such as, for example, property taxes, sales taxes, transient occupancy taxes, and project revenue sharing.

As guided and directed by the Board of Supervisors, the County Administrative Officer will lead this Economic Development Strategy.





THE STRATEGIC MANAGEMENT SYSTEM COMPONENTS

*The **Strategic Business Plan** documents where we are going.*

The Strategic Business Plan (Plan) is the guiding document for all other components of the SMS. It is a long range (five year) effort to anticipate what significant needs, challenges and risks are likely to develop. It is an assessment of where we are now and where we want to be in five years. The Plan provides the structure for the development of goals, action plans to achieve them, and defines the resources required to support them.

*The **Department and County Operational Plans** detail how we are going to get there.*

The Department Operational Plans focus on short term planning for the two upcoming fiscal years, detailing the specific objectives to be achieved and desired outcomes. They include a two year spending plan to achieve specific objectives that, when taken together, implement the Strategic Business Plan.

*The **County Operational Plan** provides an aggregate view of how we are going to get there and aligns all planned activity with the Strategic Plan Initiatives.*

The CAO will develop a County Operational Plan which encompasses the department operational plans and aligns them with the Strategic Plan Initiatives. The County Operational Plan also projects a two years spending plan. The Board of Supervisors will adopt a budget annually, and approve, in principle, the second year spending plan.

***Monitoring and Control** ensures we maintain alignment with the Strategic Initiatives and Goals.*

Monitoring and Control is the process of evaluating operational functions and programs to assess performance and risks. This process allows the County to track whether we are adhering to our strategic goals and to make necessary adjustments. Monitoring and Control evaluations occur on a monthly, quarterly and annual basis.

***Program Linkage** optimizes County resources by ensuring day-to-day coordination and cooperation across organizational lines.*

Although County functions are divided into distinct Agencies, Departments and Divisions, including the separate programs of the elected Sheriff, District Attorney, Assessor, and the Auditor/Controller/Treasurer/Tax Collector, the County has many critical functions and goals that cut across organizational lines. Program Linkage ensures coordination and engaged cooperation across Departmental, program, functional and jurisdictional lines to pursue goals, solve problems, share information and leverage resources. Such efforts allow the County to fully realize the considerable working knowledge and experience of its workforce.

***Employee Motivation, Reward & Recognition Initiatives** set clear expectations for employees and provide rewards for meeting and exceeding those expectations.*

Motivation, Rewards and Recognition encourages individual excellence and initiative needed to achieve County goals. County employees must personalize SMS goals. This requires setting clear expectations for employees, providing incentives, evaluating employees' performance and rewarding those who meet or exceed expectations.

COUNTY OF TULARE STRATEGIC BUSINESS PLAN

Tulare County’s mission, vision, values and strategic goals provide management with a foundation upon which our employees will be guided in achieving a safe and secure, economically viable and fulfilling quality of life for our residents.

MISSION

To provide the residents of Tulare County with quality services to improve and sustain the region’s safety, economic well-being and quality of life

VISION

A County government that has earned the trust, respect and support of its residents through collaboration, fair and effective service

VALUES

The County of Tulare is committed to a collaborative and team oriented approach to service that is anchored in our shared values of:

- Respect
- Responsiveness
- Commitment
- Can-do Attitude
- Respect for Diversity
- Innovation
- Fairness
- Accountability
- Compassion
- Professionalism



South Fork, Three Rivers, constructed 2017

THE COUNTY OF TULARE 2006-2020

MISSION: To provide the residents of Tulare County with quality services in order

VISION: To earn the trust, respect and support of the residents of Tulare County

VALUES: Respect, Innovation, Responsiveness, Fairness, Commitment,

Safety and Security

Provide for the safety and security of the public

- Promote personal responsibility for public safety
- Protect business and individuals from white-collar crime
- Promote crime prevention by addressing contributors of crime including substance abuse, domestic violence, mental health issues, truancy, illiteracy, and gang activity
- Effectively and fairly investigate, arrest, prosecute and punish individuals who engage in criminal behaviors
- Plan and provide coordinated emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters
- Improve and maintain adequate transportation infrastructure
- Provide adequate facilities for protection of the public
- Collaborate with school districts, cities and community based nonprofit organizations to promote early intervention for youth involved in gang activities
- Promote countywide loss prevention and workplace safety
- Provide an adequate and safe water supply
- Provide facilities and resources for training and rehabilitation of criminal offenders

Economic Well-Being

Promote economic development opportunities, effective growth management and a quality standard of living

- Attract and retain a diverse business community in all regions of the county
- Encourage growth consistent with the County General Plan
- Collaborate in developing and sustaining a well qualified labor pool
- Promote and provide a business friendly, can do service ethic
- Continue to protect the county's agriculture based economy
- Expand enterprise and redevelopment zones
- Collaborate with the Economic Development Corporation for unincorporated county business development commensurate to the County's contribution to the organization
- Promote tourist opportunities and services stressing Tulare County's historical heritage and proximity to the High Sierra and National Parks
- Promote locating a four-year college or university in Tulare County

STRATEGIC BUSINESS PLAN SUMMARY

to improve and sustain the region's safety, economic well-being and quality of life through collaboration and fair and effective service

Accountability, Can-do Attitude, Compassion, Respect for Diversity, Professionalism

Quality of Life

Promote public health and welfare educational opportunities, natural resource management and continued improvement of environmental quality

- Encourage innovative provision of quality supportive services for at-risk adults, youth and children in the state and federally mandated dependency system that enables and supports success
- Link eligible needy children to no-cost or low-cost healthcare coverage
- Promote specific programs to raise literacy countywide
- Promote youth-related activities in small communities
- Eliminate minority inequities through cultural education
- Provide greater recreational and cultural opportunities
- Promote a litter free Tulare County
- Attract and retain a broad range of health and mental health service providers

Organizational Performance

Continuously improve organizational effectiveness and fiscal stability

- Encourage innovative provision of quality supportive services for at-risk adults, youth and children in the state and federally mandated dependency system that enables and supports success
- Link eligible needy children to no-cost or low cost healthcare coverage
- Promote specific programs to raise literacy countywide
- Promote youth-related activities in small communities
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- Provide greater recreational and cultural opportunities
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STRATEGIC INITIATIVES

The County of Tulare has identified four areas of focus for its programs and employees. Three of these focus on the County's responsibility to provide essential services to residents living in the unincorporated area of the County, and its shared responsibility to engage the cities and other stakeholders in the community, whether or not residents live in the unin-corporated area of the County. All County services and programs are contained in one or more of these three Strategic Initiatives. A fourth Strategic Initiative focuses on the performance of County government. The focus on continuous improvement in management and the quality of service ensures we will achieve our strategic goals.

The County cannot achieve these Strategic Initiatives alone. We must forge focused and lasting partnerships with the County community of governments, non profit community based organizations, the business community, agricultural organizations and many other community, state and federal stakeholders for success. Thus, we have identified the external stakeholders associated with each Strategic Initiative with which we desire to develop and sustain mutually beneficial relationships. Our objective is to establish and achieve common goals, solve problems, share information and leverage resources with these stakeholders to increase the effectiveness of government across the County.

Each organizational unit of County government will seek to establish and in some cases continue existing relationships as soon as practical and include them in their Department Operational Plans. Also included in each Department Operational Plan will be an identification of cross departmental stakeholder program linkages under Strategic Initiative #4 – Organizational Performance. As we begin implementation of the Strategic Business and Department Operational Plans, additional stakeholders will be identified and added.

The Strategic Initiatives and identified stakeholders are indicated below.

Strategic Initiative 1: Safety and Security – Provide for the safety and security of the public

STAKEHOLDERS

Local, State and Federal Law Enforcement Agencies

City Governments

Defense Attorneys

Courts

Child Protective Agencies

Child Support Agencies

County, State and Federal Mental Health Agencies

Local, State and Federal Emergency Response Organizations

School Districts and Schools Developers

Third Party Vendors

Public Utilities

Business Community

Hospitals



Strategic Initiative 2: *Economic Well-Being – Promote economic development opportunities, effective growth management and a quality standard of living*

STAKEHOLDERS

County, State and Federal Agencies	Environmental Regulatory Agencies
Non-governmental Organizations	School Districts and Schools
City Governments	Public Utilities
Chambers of Commerce	Workforce Investment Board
Agricultural Organizations	Economic Development Corporation
Civic Clubs and Organizations	Community-based Organizations
Business Community	Agri-business
Statewide Economic Development Organizations	

Strategic Initiative 3: *Quality of Life – Promote public health and welfare, educational opportunities, natural resource management and continued improvement of environmental quality*

STAKEHOLDERS

Community Service Districts	Civic Clubs and Organizations
City Governments	Redevelopment Agencies
School Districts and Schools	Project Area Committees
Non-governmental Organizations	Community-based Organizations
Hospitals	Environmental Regulatory Agencies
State and Federal Social Services Agencies	

Strategic Initiative 4: *Organizational Performance – Continuously improve organizational effectiveness and fiscal stability*

STAKEHOLDERS

State and Federal Agencies	County Employees
City Governments	County Employee Unions
Professional Organizations	County Customers
Board of Supervisors	Taxpayers
Other County Elected Officials	

STRATEGIC GOALS

Goals are the measurable and verifiable milestones the organization aims to accomplish to achieve its mission. Each of the departments will be expected to demonstrate in its Department Operational Plan and budget program objectives linked to the achievement of the goals relevant to its function.

Strategic Initiative 1: Safety and Security – Provide for the safety and security of the public

GOALS

- Promote personal accountability for public safety
- Promote crime prevention by addressing contributors to crime including substance abuse, domestic violence, mental health issues, truancy, illiteracy and gang activity
- Effectively and fairly investigate, arrest, prosecute and punish individuals who engage in criminal behaviors
- Plan and provide coordinated emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters
- Improve and maintain adequate transportation infrastructure
- Provide adequate facilities for protection of the public
- Provide protection for business and individuals from white collar crime
- Collaborate with school districts, cities and community-based nonprofit organizations to promote early intervention for youth involved in gang activities
- Promote County-wide loss prevention and workplace safety
- Provide for a safe and adequate water supply
- Provide facilities and resources for training and rehabilitation of criminal offenders



Strategic Initiative 2: Economic Well-Being – Promote economic development opportunities, effective growth management and a quality standard of living

GOALS

- Attract and retain a diverse business community in all regions of the county
- Encourage growth consistent with the County General Plan
- Collaborate in developing and sustaining a well-qualified labor pool
- Provide and promote a business-friendly, can-do service ethic
- Continue to protect the county's agriculture-based economy
- Expand enterprise and redevelopment zones
- Collaborate with the Economic Development Corporation for unincorporated development commensurate to the County's contribution to the organization
- Promote tourist opportunities and services that stress Tulare County's historical heritage and proximity to the High Sierra and National Parks
- Promote locating a four-year college or university in Tulare County
- Promote vocational training



Strategic Initiative 3: Quality of Life – Promote public health and welfare, educational opportunities, natural resource management and continued improvement of environmental quality

GOALS

- Encourage innovative provision of quality supportive services for at-risk adults, youth and children in the state and federally mandated dependency system that enables and supports success
- Link eligible needy children to no-cost and low-cost healthcare coverage
- Encourage quality education opportunities for all county residents
- Promote specific programs to raise literacy countywide
- Promote youth-oriented activities in small communities
- Eliminate minority inequities
- Provide greater recreational and cultural opportunities
- Attract and retain a broad range of health & mental health service providers



Strategic Initiative 4: Organizational Performance – Continuously improve organizational effectiveness and fiscal stability

GOALS

- Provide the public with accessible and high quality information services that are timely and responsive
- Provide for the stability of county operations through periods of economic fluctuations, changing priorities and service demands
- Provide a qualified, productive and competitively compensated county workforce
- Provide for effective communication, collaboration and decision making in and between all levels of the organization
- Provide state-of-the-art technology and infrastructure to support increased service delivery
- Provide for the objective evaluation and measurement of county program performance
- Promote an organization that continuously demonstrates the value of its employees in fulfilling the county mission
- Continually evaluate organizational structure to improve service delivery



OPERATIONAL PLANNING

Departmental Operational Plans allocate resources to achieve specific objectives that, when taken together, implement the Strategic Business Plan. Operational Planning focuses on short-term fiscal planning, wherein the County sets each Department's objectives for the next two years and allocates the resources required to achieve those objectives.

The County Administrative Officer's (CAO) proposed County Operational Plan represents the aggregate of the Department Operational Plans and consists of two parts: a budget for the next fiscal year, which is adopted by the Board of Supervisors, and a proposed budget for the second year, which is approved in principle by the Board of Supervisors.

The final format and information to be included in Tulare County's first proposed County Operational Plan will be determined over the next few months.

Typically the CAO will include information such as:

- Total Appropriations
- Total Revenues
- Summary of Funding Sources
- General Purpose Revenues
- A Summary of Objectives by Operational Group
- Long and Short-term Financial Obligations
- Total Staffing
- Capital Projects
- Financial Planning Calendar
- Tulare County Budget Documents
- Credit Rating and Long-Term Obligation Policy
- Projected Reserves and Resources



Operational Planning Process

In [insert month] of each year, the Chief Deputy CAO-Finance will distribute initial Two Year Operational Plan instructions to the departments. These instructions will provide both general information about the operational planning process and detailed instructions for preparing the numerical and narrative portions of the Department Operational Plans, consistent with the County's Strategic Plan.

In [insert month] each department will submit a proposed Two-Year Operational Plan to the CAO. The Executive Group Leaders and Chief Deputy CAO-Finance will review the proposed departmental budgets in their respective groups to ascertain whether program linkages and resource allocations are consistent with the Strategic Plan; and so advise the CAO. The CAO will prepare a Proposed County Operational Plan that will be submitted to the Board of Supervisors in [insert month].

After the conclusion of public hearings, the Board deliberates, makes desired modifications and approves a County Operational Plan.

As part of the Monitoring and Control component of the SMS, each department/agency head reviews the status of their department's operational plan monthly and the Executive Group Leaders review the status of their Group each quarter. The CAO, on behalf of the Executive Group Leaders, provides a Budget Status Report to the Board of Supervisors each quarter and recommends amendments to the County Operational Plan based on changes in revenues,, expenditures or priorities due to changes in circumstances. The Board of Supervisors receives the Budget Status Report, deliberates, makes modifications, as appropriate, and then approves amendments to the Operational Plan.

ORGANIZATION

The department budgets will be included in the County Operational Plan in summary form by or stand the many program linkages, interdepartmental objectives, resource distribution and how The organizational groups are shown in the table below.

Safety & Security	Health & Human Services	Resource Management
District Attorney Fire Department Probation Department Public Defender Sheriff/Coroner	Child Support Services Health and Human Services Agency In-Home Support Services Workforce Investment Department	Agricultural Commissioner Library Resource Agency Management University Cooperative of California Extension



**Finance & General Government
& Community Service**

**Organizational
Performance**

Auditor/Controller/Treasure/Tax Collector
Assessor/Clerk-Recorder
Board of Supervisors
CAO Office
County Counsel

General Services Agency
Human Resources & Development
Information Communication And Technology
Registrar Of Voters

Chief Administrative Office
Executive Committee



MONITORING AND CONTROL

The Monitoring and Control component of the Strategic Management System ensures that County operations stay on top of emerging issues and maintain alignment with goals and objectives. Monitoring and Control is the process of reviewing operational functions and programs and evaluating performance and risks. This process allows the County to track adherence to the Operational Plans and to make necessary adjustments, as needed. These evaluations occur monthly, quarterly and annually at different managerial levels.

Monitoring and Control challenges County employees to regularly ask the following questions:

1. Are we on track?
2. Are Groups and departments meeting their service, financial and performance goals?
3. Are individual managers effectively managing resources and exercising needed leadership?
4. Are projects producing desired results on time and within cost constraints?
5. What needs to be done to correct identified deficiencies?

Department Operational Plans will identify how the departments' objectives contribute to each of the Strategic Initiative goals. Performance measures will provide a high level view of progress towards meeting those objectives. Performance measures are milestones along the path that show us where we are and how far we have to go. There are four perspectives under which performance measures are categorized:

1. **Customer perspective** answers the following questions:
 - a. Who are our target customers?
 - b. Are we meeting our customers' needs and expectations?
 - c. How do our customers see us?
2. **Internal Process perspective** identifies the key processes at which the County must excel in order to accomplish our Strategic Initiatives and best meet the needs of our customers.
3. **Employee perspective** assesses the employee skill levels and support systems necessary to achieve our goals. Are we providing the employee support and opportunities for continuous learning required to accomplish our goals?
4. **Financial perspective** indicates whether our financial performance is meeting our resource objectives. Are we delivering maximum cost-efficiency and value to our customers for each dollar spent?

Progress will be monitored by each department on an ongoing basis and will be reported to the CAO on a regular basis. The CAO's review will be at the Group level so that progress in meeting Strategic Initiative goals can be evaluated and program and stakeholder linkages continually assessed.

In most cases, performance measures should address the following elements:

1. Outcomes – quantifiable impacts, consequences, or results
2. Outputs – the amount or frequency of a product or service
3. Quality – subjective performance indicators

When developing performance measures to quantify Operational Plan objectives the following information is required.

1. Quantitative data measurements to provide accurate effectiveness (e.g., arrest rates, capital crime prosecutions, job placement rates or miles of roads in need of repair and maintenance)
2. Qualitative data measurements to provide accurate performance (e.g., customer satisfaction, access to funding and service partnerships)
3. Baseline data with which to compare performance measures (e.g., statistical profile of current businesses, current literacy statistics)
4. Appropriate benchmarks to establish objectives (e.g., what constitutes personal accountability for public safety, adequate child protection, a well-qualified labor pool?)
5. An understanding of the extent to which existing measurements and reports are being used (e.g., Can we assess program performance without the cost of developing new measures?)



Table 2 (pages 26-27) illustrates the Monitoring and Control Reporting activity

MONITORING AND

Frequency	Report	Evaluation
Monthly	Departmental Reviews	Agency Directors & Department Heads specify operational and programmatic areas they would like to review with their Department Heads or Division Managers
Quarterly	Chief Dep. CAO-Finance and the Executive Committees Resource Allocation Review	Review and re-assess Group resource allocation decisions based on pending issues, available resources and priorities for meeting un-funded requirements
<ul style="list-style-type: none"> • Monthly by Dep't Managers • Quarterly by the CAO and Executive Committee 	Project Managers	Two types of reviews – one pre-approval of RFP or RFB and one to review progress on Projects underway
Quarterly	CAO	Detailed reports are prepared in writing and then presented to the CAO by the CAO Analyst Group Liaison and Asst. CAO for Finance
Annually	CAO Goals Accomplishments	A written report to the Board reporting year-end performance in achieving Strategic Business Plan Goals

Table 2 Monitoring

CONTROL REPORTING

	Function Evaluated	Components
	Departments	Formats and specific components will vary but are generally based on evaluation tool components use in the Group Quarterly Reviews
	Groups	Review available Fund Balances, and Projected Operating Balances, as well as General County Reserves, un-appropriated Fund Balance, and available one-time resources. Alignment of resources with priorities, risks and un-funded needs
	Specific Projects	<p><u>Contract Plan Review</u> – Developed to ensure that contract risks are mitigated initially by good planning. Review of contract and project before Board authorization of an RFP or RFB</p> <p><u>Project Management Review</u> – Reports the status of projects to Department Managers</p>
	Groups	<p>Evaluation as to whether each topic area is “on Plan”</p> <ul style="list-style-type: none"> • Financial Review – Projected vs. actual for revenues and expenditures • Overhead Management Review – review of efforts to minimize overhead costs • Risk Identification – Articulates financial, operational and political risks and steps being taken to mitigate them • Customer Satisfaction – Addresses service quality assessments and continuous improvement plans • Continuous Improvement – Focuses on Group efforts to continue improving service delivery efficiency • Employees – Review efforts to increase employee satisfaction; communications plans, employee satisfaction surveys, training and other employee related initiatives
	CAO/ Executive Committee	Year-end County Performance Report to the Board of Supervisors

and Control Reporting

PROGRAM LINKAGES

While County operations are divided into distinct Agencies, Departments, and Divisions, many critical functions and goals cut across organizational lines. To the extent that program linkages involve external stakeholders program linkages also cut across jurisdictional lines. Program linkage ensures coordination and engaged cooperation across Departmental, program and functional lines to pursue goals, solve problems, share information and leverage resources. Such efforts allow the County to fully realize the considerable working knowledge and experience of its workforce and to ensure the County works with its external stakeholders.

The Organizational Groups, as described above, enhance the opportunities to identify program linkages, review group strategies for linking program elements and maximize the impact of linkages on the Strategic Initiatives. Program linkages are encouraged both at the program and administrative levels.

For practical reasons, the County organizes resource allocations by Agencies and Departments. However, the ultimate purpose behind resource allocation is not simply to support these organizational units, but rather to accomplish the Strategic Initiatives. Program linkages allow the CAO and the Board of Supervisors to view resource allocations across departmental lines. This is particularly important for establishing priorities between County departments and independently elected officials.

Group representatives specifically tasked with regular participation in linkage activities include Department Heads, Human Resource and Development Director and staff, Deputy CAO for Finance, Chief Information Officer, Public Information staff and CAO staff and Project Managers. However, program linkage identification should not be limited to these employees. Program linkages are performed on a regular basis by many employees performing tasks such as making constituent referrals between agencies or information sharing between field personnel.

MOTIVATION, REWARD AND RECOGNITION

Tulare County employees are the organization's most valued resource. The purpose of Motivation, Reward and Recognition is to make the abstract concept of performance a clear, relevant and personal obligation for each County employee. This component of the SMS will provide County employees with:

1. Clarity regarding what they are expected to do and how well they are expected to do it
2. Meaningful incentives for meeting and exceeding expectations, including both material and social rewards
3. Competitive pay, health, employment and retirement benefits commensurate with prevailing local and regional private and public sector employment
4. A fair and constructive employee performance evaluation system that is applied organization wide
5. Adequate training and professional development for continuous performance improvement and efficiency
6. Pleasant workspace and working conditions
7. State-of-the-art technology and tools

ACHIEVING THE VISION

What will the County of Tulare look like when our Vision is achieved?

Decisions affecting the quality of life will be guided by the understanding that all aspects of life in Tulare County are interconnected, interdependent and cumulative. Tulare County and its cities will be mindful of the needs of this and future generations when goals and policies are set to promote safety and security, economic vitality, a clean environment, abundant natural resources, and an educated, literate and healthy citizenry. The County, cities, schools, business and agricultural interests, and community organizations will collaborate to coordinate their programs and integrate information and share resources. Progress in achieving our goals will be measured by the recognized quality and efficiency of service our employees provide to County residents.

Throughout the County, we will all understand and appreciate that our residents are fundamental to our economy, communities and quality of life. If the lives of our most vulnerable residents are improved, through individual initiative, a diversified and robust economy and supportive community resources, the entire community prospers.

Finally, Tulare County government will be more responsive to its constituents by streamlining its programs for greater efficiencies and assisting our citizens solve problems.



