MAC Summer Conference
MSU Benchmarking Consortium
August 17, 2009

Al Vanderberg
Ottawa County Administrator
Why To Do Benchmarking/Performance Measurement?

- Improve Service
  - Effectiveness
  - Efficiency
- Continually Improve Organization
- Communication
Why Not To Do Benchmarking/Performance Measurement?

- Cut Cost
- Reduce Employment
The Quality Movement

- W. Edwards Deming
- Quality Circles
- Total Quality Management (TQM)
- Total Quality Engineering (TQE)
- Re-engineering the Corporation
- Malcom Baldridge
- Six Sigma
- LEAN
All of these initiatives shared the same basic purposes.

- Improve process evaluation for efficiency and effectiveness
- County government is ripe for process evaluation
- To better allocate scarce resources
- To move toward performance budgeting
- To improve service, quality and efficiency
Performance Measurement is a piece of a larger system of thought. Each performance measurement should relate back to objectives, goals, mission and vision of the organization.

- Vision
- Mission
- Overarching Goals – “BHAG’S”
- Strategic/Objectives
- Performance Measurement/Benchmarking
- Program Evaluation
A **Vision** statement indicates how an organization views its ideal, or ultimate, goal. The Board of Commissioners has established the following vision statement:

Ottawa County strives to be the location of choice for living, working, and recreation.

A **Mission** statement assists an organization in easily communicating to a variety of constituencies what it does, who it serves, and why it does so. The Board of Commissioners has established the following mission statement:

Ottawa County is committed to excellence and the delivery of cost-effective public services.

**Goals** focus the direction of an organization’s work, under the guidance from the vision and mission statement. Goals are relatively static in nature and will not often change. The four goals of the Board of Commissioners are:

- To maintain and improve the strong financial position of the County.
- To maintain and enhance communication with citizens, employees and other stakeholders.
- To contribute to a healthy physical, economic and community environment.
- To continually improve the County’s organization and services.
While goals are relatively static in nature, the objectives that assist in accomplishing the goals are likely to change annually. Deliverables are specific items of action that give further meaning and substance to an objective. Outcome measurements are the ultimate indicators of success, measuring the impact of actions conducted to achieve goals and objectives.
GOAL 1: TO MAINTAIN AND IMPROVE THE STRONG FINANCIAL POSITION OF THE COUNTY.

**Objective 1:** Continue to work at the State and Federal levels to address unfunded and under-funded mandates.
- Advocate to remove obstacles that prevent full funding of mandates.
- Gather data with other counties to use with the mandated services study to gain full funding of mandates.

100% of Ottawa legislative delegation oppose new under-funded or unfunded mandates and support fully funding existing mandates. 100% of legislators vote to remove obstacles and loopholes that prevent full funding of mandates.

**Objective 2:** Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.
- Inform the public of the impact of the loss of revenue sharing.
- Continue to monitor appropriations bills.
- Continue to act at the State level.

Ottawa legislative delegation reports understanding of the County’s position on the issue and all vote to retain revenue sharing.

**Objective 3:** Identify and develop a plan for funding legacy costs.
- Complete the report which analyzes potential changes to the MERS Defined Benefit Plan.
- Complete a report which analyzes potential changes to the County health plan.

Commissioners consider a plan to address the future cost of the MERS Defined Benefit Retirement System. A plan is presented to Commissioners that addresses the County health plan expense.

**Objective 4:** Implement and continue processes to ensure appropriate staffing levels and pay.
- Complete the wage and classification study process.
- Implement process to review every position as it becomes vacant.

100% of wage study work is completed. Processes are in place to regularly review classifications and every position as it becomes vacant.

**Objective 5:** Maintain or improve bond ratings.
- Present thorough, high-quality information to bond rating agencies.

100% of ratings from Fitch, Standard and Poor’s, and Moody’s are maintained or improved.

**Objective 6:** Identify and develop strategies to address potential financial threats.
- Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions.
- Fully fund financing tools.
- Develop a plan to address the 5-year projected budget deficit.
- Monitor State and Federal legislation for financial implications.
- Make a determination whether to change fiscal years to a July 1 to June 30 fiscal year.

Commissioners approve a strategy to address financial threats, financing tools are fully funded, the operational budget deficit is eliminated, and legislation is supported or opposed as appropriate. Commissioners consider a study to change fiscal years.
GOAL 2: TO MAINTAIN AND ENHANCE COMMUNICATION WITH CITIZENS, EMPLOYEES, AND OTHER STAKEHOLDERS.

Objective 1: Develop and implement a comprehensive legislative action plan to communicate with legislators.
- Develop action plan and implement plan with lobbyist and MAC.
- Evaluate the use of legislative breakfast meetings.

How will we know our actions were effective?
- State legislators report understanding of the County's positions on various issues within the Legislative Plan. Commissioners positively evaluate the lobbyist contract.

Objective 2: Develop and implement a comprehensive communication plan to communicate with the public.
- Develop a communication plan for approval of the Commission, examining current and new methods of communication.
- Continue to inform and mobilize the public around the potential impacts of the loss of state revenue sharing.
- Evaluate and recommend regarding: miOttawa.org, citizens academy, youth/school involvement in government, citizen interaction with the budget process and Administrator blog.

How will we know our actions were effective?
- Commissioners approve a comprehensive communications plan. 25% of citizens report knowledge of revenue sharing and potential impacts of its loss.
- 40% of citizens report good awareness of County activities. 25% of citizens report using miOttawa.org to communicate with or learn about Ottawa County government.

Objective 3: Continue to develop and implement methods of communicating with employee groups.
- Continue using the Front Page and all-staff e-mails to communicate important information to employees.
- Continue Labor-Management Cooperation Committee.
- Continue and improve employee-edited newsletter.
- Continue brown-bag lunches, benefit meetings, and other information sessions.

How will we know our actions were effective?
- Percentage of employees reporting satisfaction with County Administration increases by 5% on 2009 Employee Satisfaction Survey.

Objective 4: Continue to improve communication with Commissioners.
- Continue departmental annual report process.
- Survey Commissioners regarding their communication needs.
- Complete a cost-benefit analysis of the use of paperless agendas.

How will we know our actions were effective?
- 100% of Commissioners report satisfaction with communication from Administration. Commissioners consider a cost-benefit analysis of paperless agendas.

Objective 5: Identify and appoint the best applicants to boards and commissions.
- Continue and improve board and commission interview process.
- Develop database to manage appointment process.

How will we know our actions were effective?
- 100% of applicants are interviewed prior to appointment. 100% of available board and commission seats are filled.

Objective 6: Strengthen role in state, regional and national professional organizations.
- Identify all professional memberships and participants.
- Encourage County representatives to seek leadership positions.

How will we know our actions were effective?
- Ottawa County, the Board of Commissioners, and staff are recognized as leaders and hold leadership positions in professional organizations.
GOAL 3: TO CONTRIBUTE TO A HEALTHY PHYSICAL, ECONOMIC, & COMMUNITY ENVIRONMENT.

**Objective 1:** Discuss and act upon road policy issues as appropriate.
- Contact legislators on relevant road-related legislation.
- Communicate and coordinate with the road commission on relevant issues and to improve public understanding on roles.

**Objective 2:** Identify and develop strategies to address potential new initiatives.
- Develop a comprehensive sustainability plan.
- Discuss with Commissioners potential diversity initiatives.

**Objective 3:** Investigate opportunities to impact the negative consequences of development.
- Develop Purchase of Development Rights ordinance.
- Complete Urban Smart Growth demonstration project.
- Begin implementation of the countywide corridor study, specifically multi-jurisdictional access management ordinances.
- Conduct build-out analysis for local government units.

**Objective 4:** Examine environmental and water quality policies and develop a research-based water quality action plan.
- Develop an action plan based upon water-quality research results.
- Continue to host the Water Quality Forum.
- Participate in regional efforts including West Michigan Clean Cities Coalition and "Rain in the Runoff" Stormwater Initiative.
- Continue to work with local units of government to seek funding opportunities for completing a groundwater resources inventory.

**Objective 5:** Provide quality County facilities throughout the county.
- Analyze the potential use of County land for additional communication tower leasing.
- Complete the Grand Haven construction project on-time and within budget.

**Objective 6:** Consider opportunities to establish a countywide land use and economic development planning organization.
- Investigate the feasibility of establishing a countywide land use planning organization.
- Work with the OCEDO to study the results and recommendations of the Economic Development Report.

**How will we know our actions were effective?**

- 100% of legislators report understanding of County position on applicable issues. 100% of Commissioners report progress in public understanding of respective roles of the road commission and County.

- A comprehensive sustainability plan is presented to the Commission. Commissioners review and discuss potential diversity initiatives.


- A plan of action with measurable results is developed from water quality research. 100% of attendees surveyed report the Water Quality Forum presented useful, relevant information. A county groundwater resources inventory is completed.

- Commissioners consider report on use of additional land for communication tower leasing. Grand Haven project is completed on-time and within budget.

- 100% of Commissioners report satisfaction that options for a countywide land use organization have been fully evaluated. If the OCEDO approves the report recommendations, fully implement the plan for a reorganized economic development function.
**Goal 4: To Continually Improve the County’s Organization and Services.**

**Objective 1:** Review and evaluate the organization, contracts, programs, and services for potential efficiencies.
- Conduct organizational efficiency and structure reviews, including Clerk/Register, Public Utilities and Fiscal Services.
- Evaluate drug courts and services to veterans.
- Continue the work of the Jail Mental Health Task Force.

**Objective 2:** Evaluate substance abuse funding, service structure, and community needs.
- Evaluate options for providing substance abuse services.
- Complete internal evaluation of PA 2 allocation effectiveness.
- Complete external review of Lakeshore Coordinating Council to determine appropriate vehicle for administering funds.

**Objective 3:** Prioritize mandated and discretionary services.
- Communicate results of discretionary services ranking to funding recipients.
- Complete study of mandated services service-levels and prioritize results.

**Objective 4:** Continue implementation of outcome-based performance measurement system.
- Analyze performance measurements submitted by each department to ensure the quality of outcomes.

**Objective 5:** Establish better employee-management communications.
- Continue Labor-Management Cooperation Committee.
- Continue employee newsletter, brown-bag lunches, benefit presentations, employee potlucks, and other communication efforts.
- Complete disease management and health coach study.

**How will we know our actions were effective?**

- Commissioners receive a review and consider reports on the Clerk/Register of Deeds, Public Utilities and Fiscal Services. Commissioners receive a thorough evaluation of the drug court pilot project and veterans services. Commissioners receive a report from the Jail Mental Health Task Force.

- 100% of Commissioners are satisfied that substance abuse services and funding are appropriately funded and evaluated.

- All recipients of discretionary funding are aware of the ranking of services, process used, and the potential impact of the loss of revenue sharing. Service levels are identified for all mandated services and results are ranked by Commissioners.

- 100% of County departments use outcome-based performance measurements to make management and service decisions.

- 100% of regularly-attending Labor-Management Cooperation Committee members report improved sense of communication between labor and management and report greater understanding of issues facing the County. 5% increase in employee satisfaction with "climate of trust". A disease management plan is presented to the Commission.
**Goal 4: To Continually Improve the County's Organization and Services.**

**Objective 6:** Examine opportunities for offering services to local units of government.
- Complete a report on the benefit of County tax dollars.
- Analyze opportunities to offer services such as imaging, assessing, training, miOttawa.org, and others to local units of government.

**Objective 7:** Ensure the continuity of government in the event of a disaster:
- Prepare a Continuity of Government Plan.
- Develop a records backup/disaster recovery plan for all records.
- Develop a policy and procedures for record storage controls.
- Evaluate compliance with record retention and storage mandates.

**Objective 8:** Complete labor negotiations with applicable employee groups.
- Complete labor negotiations with the remaining groups.

**How will we know our actions were effective?**
- Commissioners consider report on benefit of County tax dollars. 100% of County services that are cost-effective to offer are made available to local units of government.
- Commissioners adopt a "Continuity of Government" Plan which includes a disaster-recovery component for all paper and electronic records.
- Remaining labor contracts are renewed by May 1, 2009.
Assigned Resources and Deadlines

Once goals, outcomes, and objectives have been established, it is important to assign deadlines and resources to ensure that the plan activities are completed.
# Ottawa County Board of Commissioners

## Strategic Planning: Goals, Objectives, and Outcomes

<table>
<thead>
<tr>
<th>Goal</th>
<th>Objective</th>
<th>Projected Completion</th>
<th>Resources Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: To maintain and improve the strong financial position of the County.</strong></td>
<td>Continue to work at the State and Federal levels to address unfunded and under-funded mandates.</td>
<td>Ongoing</td>
<td>Administrator, Fiscal Services, Planning, Corporation Counsel</td>
</tr>
<tr>
<td></td>
<td>100% of Ottawa legislative delegation opposes new under-funded or unfunded mandates and support fully funding existing mandates.</td>
<td>Ongoing</td>
<td>Administrator, Fiscal Services, Planning, Corporation Counsel</td>
</tr>
<tr>
<td></td>
<td>100% of legislators vote to remove obstacles and loopholes that prevent full funding of mandates.</td>
<td>Ongoing</td>
<td>Administrator, Fiscal Services, Planning, Corporation Counsel</td>
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<tr>
<td><strong>Objective 2: Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.</strong></td>
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<tr>
<td></td>
<td>100% of Ottawa legislative delegation reports understanding of the County's position on the issue and will vote to retain revenue sharing.</td>
<td>Ongoing</td>
<td>Commissioners, Administrator, Human Resources, Fiscal Services</td>
</tr>
<tr>
<td><strong>Objective 3: Identify and develop a plan for funding legacy costs.</strong></td>
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<tr>
<td></td>
<td>Commissioners consider a plan to address the future costs of the MERS Defined Benefit Retirement System.</td>
<td>9/30/09</td>
<td>Commissioners, Administrator, Human Resources, Fiscal Services</td>
</tr>
<tr>
<td></td>
<td>A plan is presented to Commissioners that addresses the County health plan expenses.</td>
<td>10/31/09</td>
<td>Commissioners, Administrator, Human Resources, Fiscal Services</td>
</tr>
<tr>
<td><strong>Objective 4: Implement and continue processes to ensure appropriate staffing levels and pay.</strong></td>
<td>100% of wage study work is completed.</td>
<td>6/1/09</td>
<td>Administrator, Human Resources, Fiscal Services</td>
</tr>
<tr>
<td></td>
<td>Processors to regularly review classifications and salary position as it becomes vacant.</td>
<td>12/31/09</td>
<td>Administrator, Human Resources, Fiscal Services</td>
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<tr>
<td><strong>Objective 5: Maintain or improve bond ratings.</strong></td>
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<tr>
<td></td>
<td>100% of ratings from Fitch Standard and Poor's, and Moody's are maintained or improved.</td>
<td>Ongoing</td>
<td>Administrator, Fiscal Services</td>
</tr>
<tr>
<td><strong>Objective 6: Identify and develop strategies to address potential financial threats.</strong></td>
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<tr>
<td></td>
<td>Commissioners approve a strategy to address financial threats that clearly identifies threats and solutions.</td>
<td>12/31/09</td>
<td>Commissioners, Administrator, Fiscal Services</td>
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<tr>
<td></td>
<td>Financing tools are fully funded.</td>
<td>Ongoing</td>
<td>Commissioners, Administrator, Fiscal Services</td>
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<td></td>
<td>The operational budget deficit is eliminated.</td>
<td>Ongoing</td>
<td>Commissioners, Administrator, Fiscal Services</td>
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<td></td>
<td>All legislation that would impact County finances is identified and supported or opposed as appropriate.</td>
<td>Ongoing</td>
<td>Commissioners, Administrator, Fiscal Services</td>
</tr>
<tr>
<td></td>
<td>Commissioners consider a study to change fiscal years.</td>
<td>6/1/09</td>
<td>Administrator, Fiscal Services</td>
</tr>
<tr>
<td><strong>Goal 2: To maintain and enhance communication with citizens, employees, &amp; other stakeholders.</strong></td>
<td>Develop and implement a comprehensive legislative action plan to communicate with legislators.</td>
<td>12/31/09</td>
<td>Commissioners, Administrator, Planning</td>
</tr>
<tr>
<td></td>
<td>100% of Ottawa legislative delegation report understanding of the County's positions on various issues within the Legislative Plan.</td>
<td>12/31/09</td>
<td>Commissioners, Administrator, Planning</td>
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<tr>
<td></td>
<td>100% of Commissioners positively evaluate the lobbyist contract.</td>
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<tr>
<td><strong>Objective 3: Develop and implement a comprehensive communication plan to communicate with the public.</strong></td>
<td>25% of citizens report using multimedia to communicate with or learn about Ottawa County government.</td>
<td>12/31/10</td>
<td>Administrator, Information Technology</td>
</tr>
<tr>
<td></td>
<td>40% of citizens report good awareness of County activities.</td>
<td>12/31/10</td>
<td>Commissioners, Administrator</td>
</tr>
<tr>
<td></td>
<td>25% of citizens report knowledge of revenue sharing and potential impacts of its loss.</td>
<td>12/31/10</td>
<td>Commissioners, Administrator</td>
</tr>
<tr>
<td></td>
<td>Commissioners approve a comprehensive communications plan.</td>
<td>9/1/09</td>
<td>Commissioners, Administrator</td>
</tr>
<tr>
<td><strong>Objective 4: Continue to develop and implement methods of communicating with employee groups.</strong></td>
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<tr>
<td></td>
<td>Percentage of employees reporting satisfaction with County Administration increases by 5% on Employee Satisfaction Survey.</td>
<td>12/31/09</td>
<td>Administrator, Administration Departments</td>
</tr>
<tr>
<td><strong>Objective 5: Identify and appoint the best applicants to boards and commissions.</strong></td>
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<tr>
<td></td>
<td>100% of candidates report satisfaction with communication from Administration.</td>
<td>6/30/09</td>
<td>Administrator, Administration Departments</td>
</tr>
<tr>
<td></td>
<td>Commissioners consider a cost-benefit analysis of paperless agendas.</td>
<td>9/1/09</td>
<td>Commissioners, Administrator, Fiscal Services</td>
</tr>
<tr>
<td><strong>Objective 6: Strengthen relation with state, regional and national professional organizations.</strong></td>
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<tr>
<td></td>
<td>Ottawa County, the Board of Commissioners, and staff are recognized as leaders and hold leadership positions in professional organizations.</td>
<td>Ongoing</td>
<td>Commissioners, Administrator, All Departments</td>
</tr>
</tbody>
</table>
## Ottawa County Board of Commissioners
### Strategic Planning: Goals, Objectives, and Outcomes

<p>| Goal 3: To contribute to a healthy physical, economic, and community environment. |</p>
<table>
<thead>
<tr>
<th>Projected Completion</th>
<th>Resources Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1:</strong> Discuss and act upon policy issues as appropriate.</td>
<td></td>
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<tr>
<td>100% of legislators report understanding of County positions on applicable issues.</td>
<td>12/31/09</td>
</tr>
<tr>
<td>100% of Commissioners report progress in public understanding of respective roles of the Board and County.</td>
<td>12/31/09</td>
</tr>
<tr>
<td><strong>Objective 2:</strong> Identify and develop strategies to address potential new initiatives.</td>
<td></td>
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<tr>
<td>A comprehensive sustainability plan is presented to the Commissioners.</td>
<td>4/1/10</td>
</tr>
<tr>
<td><strong>Objective 3:</strong> Investigate opportunities to impact the negative consequences of development.</td>
<td></td>
</tr>
<tr>
<td>Complete Purchase of Development Rights and Urban Smart Growth projects.</td>
<td>12/31/09</td>
</tr>
<tr>
<td>Complete multi-jurisdictional access management ordinance.</td>
<td>12/31/09</td>
</tr>
<tr>
<td>Complete full-cost analysis for two local government units.</td>
<td>12/31/09</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Examine environmental and water quality policies and develop a research-based water quality action plan.</td>
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<tr>
<td>A plan of action with measurable results is developed from water quality research.</td>
<td>12/31/10</td>
</tr>
<tr>
<td>100% of attendees surveyed report the Water Quality Forum presented useful, relevant information.</td>
<td>11/30/09</td>
</tr>
<tr>
<td>A country groundwater resources inventory is completed.</td>
<td>12/31/10</td>
</tr>
<tr>
<td><strong>Objective 5:</strong> Provide quality County facilities throughout the county.</td>
<td></td>
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<tr>
<td>Commissioners consider report on use of additional land for transportation.</td>
<td>12/31/09</td>
</tr>
<tr>
<td>Grand Haven project is completed on time and within budget.</td>
<td>12/31/09</td>
</tr>
<tr>
<td><strong>Objective 6:</strong> Consider opportunities to establish a community land use and economic development planning organization.</td>
<td></td>
</tr>
<tr>
<td>100% of Commissioners report satisfaction that options for a community land use organization have been fully evaluated.</td>
<td>9/30/09</td>
</tr>
<tr>
<td>If the OCEO approves the report recommendations, fully implement the plan for a recognized economic development function.</td>
<td>12/31/10</td>
</tr>
</tbody>
</table>

### Goal 4: To continuously improve the County's organization and services.

<p>| Objective 3: To review and evaluate the organization, contracts, programs, and services for potential efficiencies. |</p>
<table>
<thead>
<tr>
<th>Projected Completion</th>
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<tr>
<td>Commissioners consider the report regarding the potential combination of the offices of Clerk &amp; Register of Deeds.</td>
<td>9/30/09</td>
</tr>
<tr>
<td>Commissioners consider the report regarding the potential combination of Public Utilities.</td>
<td>9/30/09</td>
</tr>
<tr>
<td>Commissioners consider the Fiscal Services Organizational Study.</td>
<td>9/30/09</td>
</tr>
<tr>
<td>Commissioners receive a thorough evaluation of the Drug Court pilot projects.</td>
<td>9/30/09</td>
</tr>
<tr>
<td>Commissioners receive a report from the Jail Mental Health Task Force.</td>
<td>12/31/09</td>
</tr>
<tr>
<td>Commissioners consider a report regarding veterans services in the County.</td>
<td>11/30/09</td>
</tr>
</tbody>
</table>

### Goal 5: To provide quality service and support, and community needs.

<p>| Objective 2: To evaluate substance abuse funding, service structure, and community needs. |</p>
<table>
<thead>
<tr>
<th>Projected Completion</th>
<th>Resources Assigned</th>
</tr>
</thead>
<tbody>
<tr>
<td>100% of Commissioners are satisfied that substance abuse services and funding are appropriately focused and evaluated.</td>
<td>12/31/09</td>
</tr>
</tbody>
</table>

### Goal 6: To provide quality mandated and discretionary services.

<p>| Objective 3: Prioritize mandated and discretionary services. |</p>
<table>
<thead>
<tr>
<th>Projected Completion</th>
<th>Resources Assigned</th>
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<tbody>
<tr>
<td>All recipients of discretionary funding are aware of the rules of service, process used, and the potential impact of the loss of revenue sharing.</td>
<td>6/30/09</td>
</tr>
<tr>
<td>Service levels are identified for all mandated services and results are ranked by Commissioners.</td>
<td>6/30/09</td>
</tr>
<tr>
<td><strong>Objective 4:</strong> Continue implementation of outcome-based performance measurement system.</td>
<td></td>
</tr>
<tr>
<td>100% of County departments use outcome-based performance measures to make management and service decisions.</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Objective 5:</strong> Establish better employee-management communications.</td>
<td></td>
</tr>
<tr>
<td>100% of regularly attending Labor Management Cooperation Committee members report improved awareness of communication between labor and management, and report greater understanding of issues facing the County.</td>
<td>12/31/09</td>
</tr>
<tr>
<td>1% increase in employee satisfaction with &quot;climate of trust.&quot;</td>
<td>12/31/09</td>
</tr>
<tr>
<td>A disease management plan is presented to the Commissioners.</td>
<td>11/30/09</td>
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<tr>
<td><strong>Objective 6:</strong> Examine opportunities for offering services to local units of government.</td>
<td></td>
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<tr>
<td>Commissioners consider report on benefit of County tax dollars.</td>
<td>11/30/09</td>
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<tr>
<td><strong>Objective 7:</strong> Ensure the continuity of government in an event of a disaster.</td>
<td></td>
</tr>
<tr>
<td>Commissioners adopt a &quot;Continuity of Government Plan&quot; which includes a disaster-recovery component for all paper and electronic records.</td>
<td>6/30/10</td>
</tr>
<tr>
<td><strong>Objective 8:</strong> Complete labor negotiations with applicable employee groups.</td>
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</tr>
<tr>
<td>Remaining labor contracts are reviewed by May 3, 2009.</td>
<td>5/1/09</td>
</tr>
</tbody>
</table>
Accountability

- Quarterly Report – Green, Yellow, Red
- County Administrator’s Performance Evaluation
- Executive Staff/Department Head Performance Evaluations
- Staff Evaluations
GOAL 1: TO MAINTAIN AND IMPROVE THE STRONG FINANCIAL POSITION OF THE COUNTY

**Objective 1:** Continue to work at the State and Federal levels to address unfunded and under-funded mandates.
- Advocate to remove obstacles that prevent full funding of mandates.
- Gather data with other counties to use with the mandated services study to gain full funding of mandates.

In the first half of 2009, GCSI and state legislators have received the mandated services study and the subject has been discussed in greater detail.

**Objective 2:** Continue to advocate that the State remain committed to continuing revenue sharing payments to counties.
- Inform the public of the impact of the loss of revenue sharing.
- Continue to monitor appropriations bills.
- Continue to act at the State level.

In the first half of 2009, advocating for revenue sharing occurred continuously with legislators by Commissioners, staff, MAC, and GCSI.

**Objective 3:** Identify and develop a plan for funding legacy costs.
- Complete the report which analyzes potential changes to the MERS Defined Benefit Plan.
- Complete a report which analyzes potential changes to the County health plan.

Work continues on schedule to present to Commissioners both reports regarding potential changes to the defined benefits and health plan.

**Objective 4:** Implement and continue processes to ensure appropriate staffing levels and pay.
- Complete the wage and classification study process.
- Implement process to review every position as it becomes vacant.

Final recommendations on the wage study should be presented to the Commissioners by the end of July. Processes are in place to evaluate vacancies.

**Objective 5:** Maintain or improve bond ratings.
- Present thorough, high-quality information to bond rating agencies.

The credit rating with Moody’s was affirmed.

**Objective 6:** Identify and develop strategies to address potential financial threats.
- Research and develop a plan to address existing and future financial threats which clearly identifies threats and solutions.
- Fully fund financing tools.
- Develop a plan to address the 5-year projected budget deficit.
- Monitor State and Federal legislation for financial implications.
- Make a determination whether to change fiscal years to July 1 to June 30 fiscal year.

Work is ongoing in these areas in preparation for the 2010 budget process. GCSI, staff and commissioners have remained very active regarding State and Federal legislation with financial implications. The fiscal year analysis was completed and presented in May.
Program Evaluation

- **Strategic Planning**
  - Strategic Outline
  - Organizational & Workflow Analysis
  - Program & Dataflow Analysis
  - Database Design, and Data Collection & Analysis

- **Statistical Evaluations**
  - Outputs (Administrative and Operational Effectiveness)
  - Self-Reported Feedback
  - Outcome Indicators
  - Outcomes (Recidivism and Cost)
  - Baselines & Benchmarks
  - Conclusions & Recommendations
Once the baseline data and framework are established, how do we get started with developing performance measurements?

- Decide where the initiative will reside
- Develop a common language for goals, objectives and performance measurement definitions
- Over Communicate
- Train Department Heads and other stakeholders
Performance Measurement

Concepts and Techniques

3rd Edition

A Comprehensive Workbook
Designed for Use in:

- Performance Measurement
- Self Study
- Department or Agency Reinvention
- MPA Classroom Instruction
“Tapestry of Government”
Ottawa County Organizational Chart
“Herding Cats”
A few “less stellar performance measures”

- Identify outdated equipment for replacement.
- Identify maintenance projects., (e.g. painting of walls, replacement of carpeting in worn areas, replacement of soiled tiles, etc.)
- Create a monthly maintenance schedule that includes checking walls, floors, ceiling tiles, entry and office doors, lights, windows, plumbing (sinks, faucets, toilets) to determine maintenance needs.
Outcomes versus Outputs

- **Output**: A measure of the number of units produced, goods and services or people served by an agency or its programs.

- **Outcome**: A measure of the extent to which a service or program has achieved its goals and objectives or desired impact on its clients or society.
How Do We Know How We’re Doing

- Management Tool
- Communication Staff to Board
- Communication Board to Citizens
- Compare to Others
  - ICMA
  - MSU Benchmarking Consortium
Resistance

- You will face resistance
- Use Budget Authority of Board to gain cooperation
There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things. For the reformer has enemies in all those who profit by the old order, and only lukewarm defenders in all those who would profit by the new order, this lukewarmness arising partly from fear of their adversaries ... and partly from the incredulity of mankind, who do not truly believe in anything new until they have had actual experience of it.

— Niccolo Machiavelli