

# **ROADMAP TO A NEW HORIZON**

## **SMITH COUNTY'S COMPREHENSIVE 10-SERVICE POINT BUSINESS PLAN**

### 1. ACCOUNTABILITY

All county services and support processes delivered with a responsive citizen-first mindset

All elected officials, department heads, and employees accountable to each other and to citizens regarding service delivery and policy issues

- Develop a "same page" professional accountability attitude among commissioners, elected and appointed officials, and department heads for addressing citizens' and employees' needs and issues by focusing on a **team effort** to deliver the *highest quality services at the best price.*
- Review all existing policies and develop new policies to ensure conformity to *Roadmap*

#### **DESIRES, RESULTS, MEASURES AND PERFORMANCES**

- => Being a good steward of public money
- => Enhanced workforce retention & recruitment
- => Improved information & communication management
- => Improved productivity
- => Increased service value
- => Increased citizen involvement

### 2. TECHNOLOGY

Twenty-first century technology in place in **all** county services and support processes to streamline and speed up service and process functions via:

- Technology design and application potential
- Technology implementation
- Technology utilization, including network opportunities with other entities
- Website excellence maintained and upgraded

#### **DESIRES, RESULTS, MEASURES AND PERFORMANCES**

- => Improved technology-related capacities
- => Citizen access to public records via the Web

### 3. STAFFING & WORKFORCE

**Countywide** organization streamlined and team based

**Countywide** proactive, innovative, and service excellence training systems in place

- Business Plan orientation focus
- Communication of *Roadmap* to employees
- Comprehensive *Roadmap* training needs assessment plan and enrollment schedule for all employees
- Department by department employee training plan, including comprehensive cross-training
- Comprehensive County Compensation/Classification Plan

- Revamped performance evaluation and productivity pay system for department heads and staff
- Evaluation, restructuring of and recruitment for vacant positions
- Safety training programs

#### **DESIRES, RESULTS, MEASURES AND PERFORMANCES**

- =>Increased employee motivation and satisfaction
- =>Increased employee knowledge, skills and abilities

#### 4. CUSTOMER SERVICE

All county services delivered with a "customer-first" attitude

All county service and support process **teams** led by highly motivated, professional, committed, responsible, accountable, visionary, citizen-sensitive, adaptable, fast-track thinking, and catalytic individuals *with a sense of business urgency*

- Establish boilerplate customer service standard to be implemented by all county departments.
- Set up hotline for receiving complaints and requests for county services.
- Disseminate county public information and Master Business Management Plan from all service points in the county and from the county's Website.

#### **DESIRES, RESULTS, MEASURES AND PERFORMANCES**

- => Establish customer complaint hotline
- => Establish response time table
- => Increased awareness of available county responsibilities, services, and program

#### 5. SERVICES / PROCESSES

All county services competitively or contractually delivered.

- Develop long range operating business plans for **all** county departments following and addressing every component of Smith County's Five (5) Year Master Business Management Plan; revise annually;
- Evaluate **all** county services/processes against the most competitive benchmarks and best practices.
- Establish service or departmental benchmarks utilizing the identified best practices.
- Establish performance goals and quarterly performance measurement reviews for **all** county departments.

#### **DESIRES, RESULTS, MEASURES AND PERFORMANCES**

- =>Improved information and communication management
- =>Improved productivity
- =>Improved benchmarks and best practices

## 6. INTERGOVERNMENTAL NETWORKING

Intergovernmental networking link established with the City of Tyler, surrounding municipalities, and other taxing entities

- Discover areas for consolidation of services and operations
- Identify inter-local purchasing opportunities

### **DESIRES, RESULTS, MEASURES AND PERFORMANCES**

=>Reduced or avoided costs through partnerships

=>Reduced reliance on property tax

=>Reduced funding/resources allocation decisions

## 7. LONG RANGE BUDGET / RESOURCE ALLOCATION PLAN

All county service and support process employees visibly contributing to the bottom line results of better service and delivery with less overhead costs to the citizens of Smith County

Develop plan to address unfunded mandates, facilities, and infrastructure needs via:

- Identify savings from streamlining and efficiency opportunities - **all** departments.
- Set up process for **monthly** Commissioners Court financial review of **all** county department operating budgets and **quarterly** county financial reports for revenue/expenditure analysis.
- Review & upgrade revenue source potential.
- Develop track for grant funding for county services.
- Identify and establish seed funding for contingencies and operating resources.
- Plan and budget for Smith County's annual involvement in "Best Practices" workshops and forums and/or site visits to competitive, progressive county governments.

### **DESIRES, RESULTS, MEASURES AND PERFORMANCES**

=> Improved funding/resources allocation decisions

=>Reduced or avoided costs through partnerships

=>Reduced reliance on property tax

## 8. TASK FORCES

Establish task force(s) utilizing county citizens and business individuals to develop "**Roadmap-based**" action plans for addressing **countywide** issues:

- Environment
- Nuisance abatement
- Health & safety
- Subdivision regulations
- Salvage yards
- Illegal dumping
- Animal control

- Emergency response
- Indigent healthcare

## 9. PRODUCTIVITY PAY & INCENTIVES

**Countywide** performance and productivity measurement and audit systems in place

Productivity Improvement Fund and productivity pay system in place for **all** departments

- Timely, quality productivity/performance reviews of **all** *Roadmap* employees
- Boilerplate standards met for:
- Linking quantifiable service improvement ideas and suggestions to productivity pay
- Linking quantifiable cost saving ideas and suggestions to incentive pay

## 10. CONTRACT SERVICES MANAGEMENT

Contract management cultured in organization

- Documented review of **all** outside service contracts
- Re-structure of outside service contracts for greater service performance, value, cost benefit, and conformity to *Roadmap* standards