Gunnison County – Managing for Results

Strategic Business Plan
Administration Department
Updated 7/14/2016

Gunnison County Vision Statement	Gunnison County cherishes its sense of community and place. We strive to preserve and promote the well-being of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.
Department Mission	The mission of the Administration Department is to provide strategic management, personnel, information and financial services to the public, the Commissioners and the County organization so they can experience and deliver excellent local government.
Issue Statements	1. The development and refinement of long-term financial planning, if continued and strengthened, will result in: • Managing effectively the increasing complexity of County operations; • Knowledge and clarity regarding the long-term impacts of financial and policy decisions; and • Focus on achieving strategic results. 2. Continued use and refinement of Managing for Results, if sustained, will result in more performance informed decision making, which will continue to improve: • Performance Budgeting for Results; • Service prioritization and alignment of resources to strategic priorities; • Realization of cost savings for the community; • Transparency and accountability to the public; • Ability to frame policy decisions for the Board; and • Employee engagement and identification with the County. 3. Continued deployment of Managing for Results will increasingly emphasize team monitoring of operational performance, regular performance reporting to leadership and the community, accountability for results, and individual performance management. This trend will likely drive: • Increased opportunities to innovate service delivery models; • Increased demand for new skills sets within departments related to data collection, data analysis, and performance reporting; and • Increased demand for system training in MFR Live and MFR People. 4. The continued need to implement a consistent and integrated management training system, if left unaddressed, will result in: • Insufficient department-level empowerment in decision making; • Over-reliance on County Administration; • Lack of clarity regarding policies, procedures, and their application; and • Increased organizational liability. 5. The implementation of robust governmental HR management and finance management software system(s) will result in: • Greater ease in providing HR services; • Continued strong audit trail for accounting transactions; • Increased capability for HR and finance to integrate as a team; • Greater ease in compliance with the Affordable Care Act; • Less manual workarounds, reducing propensity for errors; and • Greater inquiry access for financial decision making. 6. The absence of integrated public and internal policy resource documents, if unaddressed, will continue to result in: • Lack of clear direction to the public and staff related to current compliance requirements; • Inadvertent non-compliance of requirements by the public and staff; and • Inefficiencies in the management of County resources.

Department Strategic Results	1. LONG-TERM FINANCIAL PLANNING Gunnison County Board and executive staff will make decisions informed by long-term financial planning, as indicated by: • By the end of 2016, Municast software will be deployed with General and Sales Tax funds data entered; • By July 1, 2017, budget and policy decisions will be supported by multi-year scenario-based planning tools; and • By July 1, 2017, the County will adopt a five-year financial plan. 2. MANAGING FOR RESULTS By the end of 2018, Managing for Results will result in performance-informed decision-making, as indicated by: • 85% of departmental programs will be measured in terms of results for customers; • 75% of respondents to the biennial Citizen Survey will state that the public information services provided by Gunnison County government are good or excellent; • 100% of County departments will be using Strategic Business Plans and performance information to manage the delivery of services; • 100% of the strategic results approved in the BOCC strategic plan will be achieved by the date specified in the plan or alternate decision is made by the BOCC; and • 75% of department strategic results will be achieved by their target dates. 3. PROFESSIONAL MANAGEMENT Gunnison County leaders and senior managers will lead a cohesive, high performance workforce capable of delivering quality, customer-focused services that achieve the County's strategic priorities and results, as indicated by: • By January 1, 2018, 100% of managers and supervisors will have successfully completed the Leadership Academy course within two years of hire or promotion; • By January 1, 2018, the County will create a plan for refresher and/or higher-level training for managers and supervisors; • By January 1, 2018, 95% of managers successfully utilize *MFR People* to: a) Develop mutually agreed upon Individual Performance Plans for each of their employees that are aligned with the department's Strategic Business Plan and the County's core values and competencies; b) Enable employees to actively manage their own performance through data collection, and frequent journaling, where appropriate, with their supervisors; and c) Provide mid-year feedback sessions and annual performance reviews and ratings according to the timelines and process guidelines established by the County. • By March 1, 2018, respondents to the annual Employee Survey respondents will report that they "strongly agree" or "somewhat agree" with the following statements: a) 85% would recommend working for Gunnison County someone who asks; b) 85% think that Gunnison County is a good overall employer; and c) 90% are satisfied with their jobs. • By January 1, 2018, 100% of employees under the direction of active Performance Improvement Plans and/or any level of Disciplinary Action make all required performance changes within the established timelines, and/or make immediate conduct corrections as specified--

	or are separated from the organization according to the policies set by the County. 4. INFORMATION MANAGEMENT • By January 1, 2017, a Request for Proposals will be issued; • By February 28, 2017, solicited proposals for an integrated Human Resources and financial management system will be received; • By January 1, 2018, an integrated Human Resources and financial management system will begin to be implemented; and • Gunnison County will provide clear direction to the public and the organization, as evidenced by: a) By December 31, 2019, 100% of all current policy documents (resolutions, ordinances and policies) will be reviewed to ensure that they legally and accurately reflect current practices and requirements; b) By June 30, 2020, the County will produce a consolidated internal policy manual/document; and c) By December 31, 2020, the County will produce a consolidated public policy manual/document that is accessible via the County website.
Department Manager	Matthew Birnie, County Manager
Department MFR Live Point of Contact	Katherine Haase, Assistant to the County Manager
Program / Activity Structure	Finance / Accounting and Auditing Finance / Planning and Analysis Finance / Risk Management County Manager / Board Support County Manager / Executive Management County Manager / Communications Human Resource Services / Human Resource Services

Program	**Finance**
Program Purpose Statement	The purpose of the Finance Program is to provide accounting, auditing, planning, analysis, and risk-reduction services to the County organization and the public so they can make informed decisions, provide fiscally responsible management, and demonstrate and experience accountable County government.
Program Key Results	• 10% cost savings as calculated by value of variance between annual actuarial reserve amount vs. actual claim cost for Casualty and Property Claims; • 5% reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment; • 90% of programs' expenditures do not exceed revenues; and • 100% of policy and budget decisions are supported by multi-year, scenario-based planning tools.
Program Manager	Linda Nienhueser, Finance Director
Activity	**Accounting and Auditing**
Activity Purpose Statement	The purpose of the Accounting and Auditing Activity is to provide financial information, monitoring and payment services to County departments and offices so they can manage their operations in a fiscally responsible manner and be accountable to the public.
Services that Comprise the Activity	• Invoices (Billing Statements) • Audit Reports • Vendor Payments • Cash Monitoring Actions • Monthly Revenue/Expense Reports • Grant Quarterly/Monthly Reports • Payroll Checks • Human Services Reports • Indirect Cost Proposals

	• Reimbursement Requests • Cost Allocation Plan • CAFR Financial Reports • Compliance Reports • Department Information Inquiry Responses • Department Information Reports • Grant/Loan Applications (Financial Component) • Technical Assistance / Consultation Sessions • General Ledger Entries
Activity Performance Measures (Measure & Target)	Result Measures: • 90% of program expenditures do not exceed revenues; • 95% of vendor payments are delivered within 45 days; • 95% of departments complete training on accounting and auditing services annually; • 90% of outstanding balances due are collected within billing criteria; and • 70% of account reclassifications are entered within one month of the original general ledger posting date. Output Measures: • 4,620 vendor payments provided; • 65 technical assistance / consultation sessions conducted; • 60 programs monitored; and • 350 account reclassifications entered. Demand Measures: • 4,620 vendor payments expected to be required; • 65 technical assistance / consultation sessions expected to be requested; • 60 programs which require monitoring; and • 375 account reclassifications expected to be entered. Efficiency Measures: • 1.01% activity cost compared to the total budget year net budgeted expenditures, excluding Gunnison Valley Hospital.
Activity	**Planning and Analysis**
Activity Purpose Statement	The purpose of the Planning and Analysis activity is to provide budget development and fiscal impact analysis services to County departments, County offices, the Board of County Commissioners, and other governmental agencies so they can make informed operational, budget and policy decisions.
Services that Comprise the Activity	• Budget Proposal • Approved Budget • Capital Improvement Plan • Financing Options • 3+ Year Financial Notes • Agenda Item Review Financial Notes • Financial Forecasts • Sales Tax Analyses • Budget Preparation Manual • Technical Assistance / Consultation Sessions • Salary and Compensation Worksheet • Allocated Costs Worksheets • Department Budget Presentation Sessions • Board Briefings • Five-year Financial Plan
Activity Performance Measures (Measure & Target)	Result Measures: Long Term Impact Analysis: • 100% of policy and budget decisions are supported by multi-year, scenario-based planning tools. Budget Excellence: • 26 of 27 GFOA Budget Excellence Award categories met, as per peer review; and

	• Receive Special Performance Measure Recognition through the GFOA Distinguished Budget Presentation Awards Program, as per peer review. Fiscal Impact Tools (these results are received via the annual employee survey): • 90% of program managers report that they are very satisfied or satisfied that fiscal impact tools are user-friendly, clear and easy to understand; • 95% of program managers report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate; • 95% of program managers report that they are very satisfied or satisfied that fiscal impact tools helped them make more informed budget and/or operational decisions; • 100% of Board members report that they are very satisfied or satisfied that fiscal impact tools were user-friendly, clear and easy to understand; • 100% of Board members report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate; and • 100% of Board members report that they are very satisfied or satisfied that fiscal impact tools helped them make informed policy decisions. Budget Preparation: • 80% of program managers report that they are very satisfied or satisfied that budget preparation services were user-friendly, clear and easy to understand; • 80% of program managers report that they are very satisfied or satisfied that budget preparation services provided information that appeared to be complete and accurate; and • 80% of program managers report that they are very satisfied or satisfied that budget preparation services helped them make an effective budget presentation. Budget Development: • 100% of Board members report that they are very satisfied or satisfied that budget development services were user-friendly, clear and easy to understand; • 100% of Board members report that they are very satisfied or satisfied that budget development services provided information that appeared to be complete and accurate; and • 100% of Board members report that they are very satisfied or satisfied that budget development services helped them make informed budget and policy decisions. <u>Output Measures</u>: • 20 Board briefings; • 5 3+ year financial notes; and • 230 technical assistance / consultation sessions. <u>Demand Measures</u>: • 25 Board briefings expected to be provided; • 7 3+ year financial notes expected to be required; and • 240 technical assistance / consultation sessions expected to be required. <u>Efficiency Measures</u>: • $1,606 per program provided planning and analysis services
Activity	**Risk Management**
Activity Purpose Statement	The purpose of the Risk Management Activity is to provide claims management and risk reduction services to the County organization so it can preserve resources by mitigating liability.
Services that Comprise the Activity	• Risk Reduction Training Classes • Risk Management Recommendations • Attorney Consultations • Coverage Consultations • Property/Liability Insurance Claims Transactions • Workers Compensation Insurance Claim Transactions • Health Insurance Plan Design Recommendations

	• Certificates of Insurance • Workplace Safety Audits
Activity Performance Measures (Measure & Target)	Result Measures: • 5% reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment; • 10% cost savings as calculated by value of variance between annual actuarial reserve amount vs. actual claim cost for Casualty and Property Claims; and • $1,000,000 (minimum) available resources in the Health Insurance Fund. Output Measures: • 25 Workers Compensation claims managed; • 1 health insurance plan recommendations; and • 15 property/liability insurance claims managed. Demand Measures: • 25 Workers Compensation claims expected to be filed; • 1 health insurance plan recommendations expected; and • 15 property/liability insurance claims expected to be managed.

Program	**County Manager**
Program Purpose Statement	The purpose of the County Manager Program is to provide Commissioner support, communication services and strategic executive leadership to the County Commissioners, the public and the County organization so they can experience and deliver excellent local government.
Program Key Results	• 98% of the strategic results approved in the Board's strategic plan are achieved by their target dates or alternate decision is made by the BOCC; • 75% of respondents to the biennial Citizen Survey state that the public information services provided by Gunnison County government are good or excellent; • 25% of public policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements; • 25% of internal policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements; • 75% of department strategic results are achieved by their target dates; • 90% of departments use strategic business plans and performance information to manage the delivery of services; and • 85% of departmental programs measure results for customers.
Program Manager	Matthew Birnie, County Manager
Activity	**Board Support**
Activity Purpose Statement	The purpose of the Board Support Activity is to provide advisory, liaison and meeting management services to the County Commissioners so they can effectively represent their constituents and fulfill the duties of their offices.
Services that Comprise the Activity	• Commissioner Inquiry Responses • Board Schedule • Board Strategic Plan Initiative Management • BOCC Strategic Plan • Budget Decisions/Recommendations • Board Policy Recommendations • Commissioner Consultations • Board Meeting Minutes • Board Correspondence Items • Official Documents Distributions • Boards & Commissions Support Services • Meeting Preparations (agenda, packet, set-up) • Annual Board Surveys
Activity Performance Measures (Measure & Target)	Result Measures: • 98% of the strategic results approved in the Board's strategic plan are achieved by their target dates or alternate decision is made by the BOCC;

	• 100% of Board respondents report that they receive the information they need to respond in a timely manner to constituent concerns; • 100% of Board respondents report that they receive the information they need to make policy decisions; • 100% of Board respondents report that they have the information and support they need to represent their constituents; • 100% of Board respondents report that they receive the performance information necessary to evaluate the effectiveness of County programs; and • 90% of approved BOCC minutes are available to the public within 30 days of a meeting. Output Measures: • 20 department strategic updates to the BOCC; and • 15 results monitored in the BOCC plan. Demand Measures: • 15 results expected to be monitored in the BOCC plan.
Activity	**Executive Management**
Activity Purpose Statement	The purpose of the Executive Management Activity is to provide strategic executive leadership services to County departments so they can achieve their customer results.
Services that Comprise the Activity	• Performance Data Analyses • Director Performance Evaluations • Service Delivery Coordinations • Department Inquiry Responses • Operational Policy Directions • Contract Negotiations • Contract Reviews • Personnel Decisions • Strategic Business Plan Approval Decisions • Executive Staff Briefings and Consultations • Special Projects Management • Performance Reports • Annual Employee Surveys
Activity Performance Measures (Measure & Target)	Result Measures: • 75% of department strategic results are achieved by their target dates; • 85% of departmental programs measure results for customers; and • 90% of departments use strategic business plans and performance information to manage the delivery of services. Output Measures: • 80 departmental key results monitored; and • 4 strategic business plan approval decisions provided. Demand Measures: • 80 departmental key results expected to be monitored; and • 4 strategic business plan approval decisions expected to be required.
Activity	**Communications**
Activity Purpose Statement	The purpose of the Communications Activity is to provide communication services to the public and County employees so they can easily access accurate information about the County's strategic direction, operations and decision making.
Services that Comprise the Activity	• Public Inquiry Responses • HR External Information Responses and Reports • County Website Services (development, content management, traffic analysis) • Social Media Management (Facebook and Twitter) • Financial External Information Responses and Reports • Biennial Citizen Surveys • Public Notices • News Releases • Newspaper Articles and Graphics • Communications Plan Updates • Community Liaison Services

	• Public Events • Constituent Issues Responses • Courthouse Meeting Room Schedules • County Directory Updates • Policy Management (internal and public)
Activity Performance Measures (Measure & Target)	Result Measures: • 75% of respondents to the biennial Citizen Survey state that the public information services provided by Gunnison County government are good or excellent; • 75% of employee survey respondents report that they are familiar with the priorities outlines in the Board's strategic plan; • 25% of public policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements; and • 25% of internal policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements. Output Measures: • 8 public news releases provided; • 6 organizational news bulletins provided; • 25 public policies updated, confirmed or rescinded; and • 35 internal policies updated, confirmed or rescinded. Demand Measures: • 12 social media accounts requiring management; • 6 organizational news bulletins expected to be required; • 101 public policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements; and • 141 internal policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements.

Program	**Human Resource Services**
Program Purpose Statement	The purpose of the Human Resource Services Program is to provide workforce planning, employee performance management and management support services to County leadership and departments so they can develop and sustain a high-performance workforce committed to achieving operational and strategic results for customers.
Program Key Results	• 95% retention rate or higher; • 75% of respondents to the annual employee survey state that recruitment assistance services from HR are excellent or good; • 85% of respondents to the annual employee survey state that benefits administration services are excellent or good; • 86% of respondents to the annual employee survey strongly agree or somewhat agree that they have a good understanding of the benefits for which they are eligible; • 77% of respondents to the annual employee survey strongly agree or somewhat agree that they would recommend working for Gunnison County to someone who asks; • 85% of respondents to the annual employee survey strongly agree or somewhat agree that they are satisfied with their jobs; • 76% of respondents to the annual employee survey strongly agree or somewhat agree that Gunnison County is a good overall employer; and • 80% of respondents to the annual employee survey rate their immediate supervisor as excellent or good with regard to fostering an atmosphere of mutual trust and confidence.
Program Manager	Cheryl Seling, Human Resources Manager
Activity	**Human Resource Services**
Activity Purpose Statement	The purpose of the Human Resources Services Activity is to provide recruitment, on-boarding, and personnel information services to County departments so they can develop and sustain a high-performance workforce committed to achieving operational and strategic results for customers.

Services that Comprise the Activity	• Supervisor/Manager Consultations • Onboarding • New Employee Group Onboarding Presentations • Employee Consultations • Compensation System • Employee Benefits Plan • Recruitments • Personnel Policy Recommendations • Personnel Board Services • Employee Training Sessions • Supervisor/Manager's Leadership Academy Sessions • HR Records Management Services • Employee Performance Management Program
Activity Performance Measures (Measure & Target)	<u>Result Measures</u>: • 100% of classification compensation levels are reviewed every 2-3 years to ensure departments remain competitive and are able to hire and retain high-performers; • 95% retention rate or higher; • 8% maximum average increase, compared to the previous five years, in medical insurance premiums; • 85% of employees who take advantage of their preventative health care benefits; • 50% of employee performance reviews are conducted via MFR People; • 75% of employees are trained to use MFR People; • 75% of respondents to the annual employee survey state that recruitment assistance services from HR are excellent or good; • 85% of respondents to the annual employee survey state that benefits administration services are excellent or good; • 86% of respondents to the annual employee survey strongly agree or somewhat agree that they have a good understanding of the benefits for which they are eligible; • 77% of respondents to the annual employee survey strongly agree or somewhat agree that they would recommend working for Gunnison County to someone who asks; • 85% of respondents to the annual employee survey strongly agree or somewhat agree that they are satisfied with their jobs; • 76% of respondents to the annual employee survey strongly agree or somewhat agree that Gunnison County is a good overall employer; • 80% of respondents to the annual employee survey rate their immediate supervisor as excellent or good with regard to fostering an atmosphere of mutual trust and confidence; • 50% of employees who give and/or receive annual performance evaluation have been trained on the use of the MFR People system. <u>Output Measures</u>: • 45 recruitments; • 4 new-employee group on-boarding presentations; • 10 new classification compensation position reviews; • # employees trained to use MFR People; • 1 Leadership Academy training session provided; and • 2 Leadership Academy refresher training sessions provided. <u>Demand Measures</u>: • 4 new-employee group on-boarding presentations expected to be requested; • # employees expected to be trained on MFR People; • 25 Leadership Academy training sessions expected to be provided; and • 50 Leadership Academy refresher training sessions expected to be requested.