

MESA COUNTY 2008 REQUEST FOR RESULTS

I want Mesa County to have well managed public resources.

INDICATORS OF PROGRESS

Indicator	Sample Data
Public Sentiment	Citizen Attitude Survey
Employee Turnover	Human Resources
Readily Accessible and Reliable Infrastructure	Citizen Attitude Survey
Bond Rating	Finance (Fitch Rating)

INDICATORS

Indicators are a combination of measures that allows the observer to know whether performance is in line, ahead of, or behind expectations. Indicators are a quantifiable measure that will help determine progress towards the outcome. Indicators can also be a mixture of objective and subjective measures that are focused on outcomes, not activities.

CAUSE AND EFFECT MAP

A "Cause and Effect" map is a visual representation of the cause-effect pathway to an outcome. By illustrating this pathway, citizens and staff can clearly understand the relationships between causal factors and the outcome. What is represented with this map is the outcome, indicators, factors and supporting strategies.

Five primary factors were identified that are critical to "Outcome" along with supporting strategies. These five factors are inter-related, provide mutual benefits and may be affected by the same purchasing strategies. The following is a brief description of the factors as well as choices and assumptions used in developing the map.

Factor 1:

Human Capital.

This is a vital contributor to well managed public resources. Employees are the County. They supply the services citizens' desire. Without an educated, trained work force, the County suffers in its ability to serve the citizens of Mesa County. The County needs to develop its employees and establish succession planning for future achievement. The County is responsible for managing employee resources to remain competitive. Workforce planning is a critical component for the County anticipating the ever increasing citizen expectations. Organizational development will play an important role in retaining County employees. Creating a culture consisting of accountability, collaboration and measurements

establishes an environment in which employees can succeed. The County's ability to offer a creative work environment and offer options or the flexibility to respond to employee needs will be of interest. Solutions such as job sharing, flex scheduling, touch down work space or remote access are just a few examples of creativity in the workplace.

Factor 2:

Fiduciary Responsibility:

Citizens need to see value for County expenditures. A return on investment is important to show citizens the County responsibly appropriates funds. Proactive management of TABOR needs to be addressed. Managing limitations with growth expectations creates challenges for the County. This factor greatly impacts the County's ability to strategically develop anticipated capacity in such areas as human resources, facilities and IT. Well managed public resources will be supported when the County spends within projections while being able to build future funds in anticipation of future needs.

Factor 3:

Proper Conduct:

Proper conduct promotes public trust and allows the County to remain credible with its citizens. Consistency in service delivery contributes to proper conduct. This factor really addresses ethics in action and the application of the laws or applying actions in accordance with the law

Factor 4:

Customer Service:

Citizens demand timely, thorough, respectful, responsible, and flexible service. They expect to encounter County employees that are skilled to respond to their needs. Accessibility to facilities and information along with seamless operations is very important to our citizens. The County expects professional interactions and active engagement with its citizens.

Factor 5:

Infrastructure:

Core definition of infrastructure. Infrastructure is those resources necessary to perform services/functions. It is information, human, data, physical such as facilities, technology and other equipment.

Well maintained resources and the public's ability to utilize County infrastructure is essential to ensuring current and reliable information. Collaboration of infrastructure throughout Mesa County and partnering with outside entities will achieve efficiencies.

PURCHASING STRATEGIES

We are seeking program specific offers that will contribute to Mesa County achieving the desired results and which address the following strategies as they relate to specific outcome area. Additionally, special consideration will be given to offers which improve customer service initiatives and promote partnerships and collaboration between county departments and community service providers.

Purchasing Strategy 1:

We are seeking proposals that develop responses to address unfunded government mandates, restrictions in revenues and ethics in action. Unexpected unfunded mandates challenge County resources to respond.

Specifically proposals for/that:

- focus on statutory obligations and changes in government laws
- speak to strategies in response to legislative sessions that oftentimes introduce new requirements
- ensure spending within projections while being able to build future funds in anticipation of future requirements
- address TABOR restrictions
- promote proper conduct and public trust that reinforces credibility with its citizens

Purchasing Strategy 2:

We are seeking proposals that offer creative solutions in managing public resources. Departmental level growth needs to be an integral aspect of developing capacity including but not limited to: human, facility, IT, etc. Offers need to consider the entire package.

Specifically proposals for/that:

- address human capital as a vital component to well managed public resources
- organizational development with regard to culture and employee development
- the ability to offer a creative work environment and offer options or the flexibility to respond to employee needs
- have creative solutions for recruiting and retaining employees
- managing County employee resources while maintaining competitiveness within the area

Purchasing Strategy 3:

We are seeking proposals that address infrastructure. Infrastructure is those resources necessary to perform services/functions. It is information, human, data, physical such as facilities, technology and other equipment.

Specifically proposals for/that:

- departmental level growth needing to be an integral aspect of developing capacity including but not limited to human, facility, IT, etc. Proposals need to consider the entire package.
- allow for the public's ability to utilize County infrastructure
- promote public trust and credibility with citizens
- secure confidential information
- address consistency in service delivery
- offer reliable information
- present collaboration of infrastructure throughout Mesa County and partner with outside entities.
- add value and achieve economies of scale

Purchasing Strategy 4:

We are seeking proposals that support collaboration.

Specifically proposals for/that:

- collaborate within the County as well as with outside entities
- supports public trust
- address thorough and seamless operations
- public's ability to utilize County infrastructure
- explain their value for the expenditure or rather the return on investment the County will see by funding the specific offer

Purchasing Strategy 5:

We are seeking proposals that address citizen education.

Specifically proposals for/that:

- consider education to non-English speaking citizens that provides reasonable assistance
- advertise, offer promotional programs, public service announcements regarding issues such as: agriculture, health human services, community boards, vote centers, webex, public hearings, websites
- allow access to public records
- educate public via traditional means of communication such as: in person, phone and correspondence
- promote e-government

STRATEGY MAP DEFINITIONS

Cause and Effect Map Descriptions

Result/Outcome

A statement indicating the results that citizens want from their government.

<u>Indicator</u>	A measure or combination of measures that allow the “observer” to know whether performance is in line with, ahead of, or behind the expected outcome.
<u>Factor</u>	An important contributor to the result/outcome.
<u>Purchasing Strategy</u>	A set of actions chosen by an organization to achieve an outcome based on an understanding of the cause-effect connection between specific actions and outcomes.

RESOURCES

Mesa County Citizen Attitude Survey (2007)

Mesa County Environmental Scan (2007)

Mesa County Program Drivers (2008)

Government mandates.

RESULTS TEAM MEMBERS (LIST)

STRATEGY MAP

