

THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS  
ACTION AGENDA SUMMARY

DEPT: Chief Executive Office

BOARD AGENDA # B-10

Urgent  Routine

AGENDA DATE August 5, 2008

CEO Concurs with Recommendation YES  NO   
(Information Attached)

4/5 Vote Required YES  NO

SUBJECT:

Approval to Accept the Second Annual Report on the Efficient Delivery of Public Services Goals and Performance Measures

STAFF RECOMMENDATIONS:

Accept the Second Annual Report on Efficient Delivery of Public Services Goals and Performance Measures.

FISCAL IMPACT:

There is not fiscal impact associated with this item.

BOARD ACTION AS FOLLOWS:

No. 2008-577

On motion of Supervisor O'Brien, Seconded by Supervisor Grover  
and approved by the following vote,

Ayes: Supervisors: O'Brien, Grover, Monteith, DeMartini and Chairman Mayfield

Noes: Supervisors: None

Excused or Absent: Supervisors: None

Abstaining: Supervisor: None

1)  Approved as recommended

2)  Denied

3)  Approved as amended

4)  Other:

MOTION:



ATTEST: CHRISTINE FERRARO TALLMAN, Clerk

File No.

## Approval to Accept the Second Annual Report on the Efficient Delivery of Public Services Goals and Performance Measures

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### DISCUSSION:

The Board of Supervisors adopted new priorities for Stanislaus County in April 2005. Department Heads were assigned to teams responsible for developing goals and performance measures to successfully support the priorities. The teams identified measures of success for one year, five years and ten years. The annual measures included the implementation steps to initiate the work required by the goals. The Board of Supervisors adopted the goals and performance measures in October 2005 and directed the priority teams to present an annual report on their performance. This report represents the second annual report on actual outcomes for Fiscal Year 2007-08 for the Efficient Delivery of Public Services.

### Overview:

The Board of Supervisors adopted the priority for Efficient Delivery of Public Services to ensure that Stanislaus County is focused on providing efficient and effective services that meet customer needs and promote accessibility to County services. Department Heads and representatives of the following departments comprise the Efficient Delivery of Public Services priority team: Assessor, Auditor-Controller, Chief Executive Office, Chief Executive Office – Risk Management, Clerk of the Board, Clerk Recorder, County Counsel, General Services Agency, Strategic Business Technology, and Treasurer/Tax Collector.

This priority team recommended three goals to the Board of Supervisors: 1) to improve customer satisfaction, 2) to increase e-government (electronic) services and transactions, and 3) to improve the efficiency of County government processes. Measures and expected outcomes were identified for each goal as a method for determining whether the team was successful in achieving the goals.

The priority team focused on increasing the usage of the County customer service tools. The team was able to reach over 90% of the target for the number of customer satisfaction survey responses received. The Customer Relationship Management System (CRM) has been implemented County-wide. Customers now have 24/7 access for requests and complaints. The priority team had targeted ten e-government projects, two of which have been completed, with the others being in various stages of completion. These projects improve the way Stanislaus County conducts business for external and internal customers. In light of the increasing information available through the internet, improving IT Security was an additional goal this Priority Team took on in FY 2007-2008. The final goal for the team was to reduce turnaround time for processes that provide efficiency and benefit the customer. At the end of the fiscal year more than 64 process improvements had been entered into the database.

Conclusion:

As the first goal, the priority team focused on increasing the usage of the County customer service tools. Approximately 6,823 customer satisfaction surveys were received. This represents over 90% of the target of 7,500 survey responses. The information received from customer surveys has been useful in evaluating customer service performance and improvements in operations. The Customer Relationship Management System (CRM) has been implemented County-wide. Customers now have 24/7 access for requests and complaints. There have been 10,584 requests for service this fiscal year with more than 15,000 requests input into the system to date.

As a second goal, the priority team focused on increasing the number of government services provided electronically. The group targeted ten e-government projects, two of which have been completed, with the others in various stages of completion. Electronic Document Management phase I is in process and a project charter is scheduled for August 2008. Voice Over IP phones and the SBT Help Desk Call Center have been completed. The Web Redesign was implemented in October 2007, a tracking mechanism is being utilized to monitor usage and policies and procedures have been developed by the steering committee. The E-Payment committee was formed, vendors are being reviewed and it is anticipated that the Animal Services department will be the first department to accept E-Payments this next fiscal year. The PeopleSoft upgrade has been completed, the evaluation of the portal page has been completed, the system is accessible through the County intranet, the Human Resource module is being piloted by several departments, roll out of self-service time entry has continued, and employees can now receive their payroll notice online. The Pay for Performance Automation has been designed and a pilot implementation will begin late summer 2008. Government TV has been implemented with video on demand available as of November 2007 and MYTV has received 1300-2400 unique customer visits each month. Phase I of the email Standardization project was completed May 2008 and Phase II is expected to be completed in October 2008. The County-wide User Directory pilot/proof-of-concept (POC) was completed and the IT Steering Committee has recommended further analysis.

To improve IT security, an IT Security Manager has been hired and an IT Security Council is being formed. The IT training curriculum has been developed and approximately 200 staff have attended at the County Health and Safety training. Trainings will continue and a video is being produced that will be available online. The new Deputy Chief Information Officer/IT Manager will assist departments in conducting internal IT security assessments this next fiscal year.

For the third goal, improve the efficiency of county government processes, each department has completed either a Q.U.I.C or a "Before and After" process improvement. Each department has assigned one staff member as their Process Improvement Coordinator. These internal experts meet quarterly to share ideas and

benchmark other departmental process improvements. To date there have been 64 process improvement projects implemented.

While there have been many successes, the priority team has also identified several Lessons Learned and opportunities for improvement. Establishing the goal to receive 7,500 customer satisfaction surveys was a good place to start in encouraging departments to distribute and collect counter surveys. This next fiscal year the focus needs to shift to collecting meaningful data that is analyzed and trended to make improvements to how we conduct our business. Each department has access to the CRM system, but there are only 436 employee users out of more than 4500 employees. Even though a license costs each department only about \$3 per user per month, many departments limit utilization to conserve costs. Funding can prohibit the ability to move forward and can impact projections to increase the number of government services provided electronically. The E-Payment committee realized that implementing an E-Payment process was much more complex than anticipated. For County-wide Information Technology endeavors, staff resources in individual departments can fluctuate based on the demands of the business and centralized communication, e.g. via a dedicated internal website, may be required. A County-wide User Directory can potentially touch many different systems and processes, and needs to be given significant lead-time and advance communication for the owners of those systems to be able to prepare for such an effort. IT Security is an endeavor that can easily be given a low priority, but when events occur they remind us very quickly of its importance. No system or technology will ever be as effective an IT Security undertaking as internal staff training. Adding the option of the "Before and After" process improvement model encouraged departments to make significant process improvements without having to flow map the process. This simplified model permitted departments to more efficiently define and implement process improvements. Also, seemingly small process improvement projects, when considered from an organizational perspective, add up to significant improvement in improving our service to our customers.

Exhibit A outlines the outcomes the Efficient Delivery of Public Services priority team expected to achieve in the second year and the actual outcomes achieved. Exhibit A also provides a discussion of Lessons Learned over the past year for each measure.

#### POLICY ISSUE:

The report on the actual outcomes achieved for Efficient Delivery of Public Services provides the Board of Supervisors with a progress report on the efforts to support the Board commitment of providing efficient public services.

#### STAFFING IMPACT:

There are no staffing impacts associated with this item.



**GOALS AND PERFORMANCE MEASURES**

**BOARD PRIORITY**

The Stanislaus County Board of Supervisors is committed to providing excellent community services and we charge the organization to effectively manage public resources, encourage innovation and continuously improve business efficiencies.

In collaboration with public and private partnerships we strive for:

**Efficient delivery of public services**

**PRIORITY TEAM**

- Assessor
- Auditor-Controller
- Chief Executive Office
- CEO-Risk Management
- Clerk of the Board
- Clerk Recorder
- County Counsel
- General Services Agency
- Strategic Business Technology
- Treasurer/Tax Collector

**GOAL 1**

**Improve customer satisfaction**

**MEASURE**

Increase usage of County customer service tools

EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008	ACTUAL OUTCOMES THROUGH JULY 2008
7,500 customer satisfaction survey responses will be received and analyzed; and	6823 surveys received for FY 07-08; 6026 English and 797 Spanish and;
External customers will have access to major county services using the Customer Relationship Management (CRM) program twenty-four hours a day, seven days a week.	The Customer Relationship Management system has been connected to each county department. From implementation of the pilot project, to connection with all departments to the end of the 2007-2008 fiscal year, there have been more than 15,000 requests input into the system to date.

**LESSONS LEARNED:**

Establishing the goal to receive a minimum level of customer satisfaction surveys by department was a good place to start. Encouraging departments to distribute and collect counter surveys from their customers began the process of collecting important customer data. This next fiscal year the focus needs to shift to collecting meaningful data that is analyzed and trended to make improvements to how we conduct our business. Each department has access to the CRM system, but there are only 436

employee users out of more than 4500 employees. Even though a license costs each department only about \$3 per user per month, many departments limit utilization to conserve costs.

**GOAL 2**

**Increase e-government (electronic) services and transactions**

**MEASURE 1**

Increase the number of government services provided electronically

EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008	ACTUAL OUTCOMES THROUGH JULY 2008
<p><b>Electronic Document Management:</b></p> <ul style="list-style-type: none"> <li>a) Initiate and implements Personnel – Exit Interview Form;</li> <li>b) Initiate and implement Personnel – PAF Form; and</li> <li>c) Initiate and implement Environmental Resources – Business Road Files;</li> </ul>	<ul style="list-style-type: none"> <li>a) The Personnel Exit Interview Form is available via the web in PDF document. This is an initial step; future automation of this form will look at integration of the Personnel Action Form (PAF) with the PeopleSoft application via the web.</li> <li>b) The Personnel Adjustment Form is available via the web in PDF document. This is an initial step; future automation of this form will look at integration of the Personnel Action Form (PAF) with the PeopleSoft application via the web.</li> <li>c) Phase I of this task is in process, which is identifying the requirements and needs for this project. A Project Charter is being written and scheduled for review in August 2008;</li> </ul>
<p><b>Voice Over IP</b> – activate 300 phones in County departments using updated technology;</p>	<p>Activation of 166 Voice Over IP phones has been completed utilizing updated technology. Implementation was completed for the following Departments:</p> <ul style="list-style-type: none"> <li>Animal Services</li> <li>Area Agency on Aging/Veterans Services (AAA/VA)</li> <li>Children and Families First Commission (CFC)</li> <li>Community Services Agency (CSA)</li> <li>Stanislaus Council of Governments (StanCOG)</li> <li>Stanislaus County Employees' Retirement Assn. (StanCERA)</li> <li>Strategic Business Technologies (SBT)</li> </ul> <p>In addition to the VoIP phones, a Voice over IP Call Center was implemented and is utilized at the Strategic Business Technology Help Desk;</p>
<p><b>Web Redesign:</b></p> <ul style="list-style-type: none"> <li>a) Redesign is completed by October 30, 2007;</li> <li>b) Tracking mechanism monitors web hits and files accessed and downloaded; and</li> <li>c) Policies and procedures are created by the steering committee;</li> </ul>	<ul style="list-style-type: none"> <li>a) Web Redesign was completed and implemented October 2007.</li> <li>b) Tracking mechanism is being utilized to monitor hits. Web Log Expert was purchased to fully automate this process and make reports available to each department monthly via the web.</li> <li>c) Web policies and procedures were developed and implemented October 2007. Web Steering Committee meets quarterly and Web Master meets on regular basis;</li> </ul>
<p><b>E-Payment:</b></p> <ul style="list-style-type: none"> <li>a) Vendor selected and approved by Board</li> </ul>	<ul style="list-style-type: none"> <li>a) Committee was formed, vendors demonstrated, Request For Qualifications</li> </ul>



<p>of Supervisors; and b) E-payments accepted for first department;</p>	<p>(RFQ ) was issued. Eight responded. Committee found process much more complex than anticipated. Selection of vendor reduced to one. County is now in negotiations with the vendor. Contract to be presented to Board of Supervisors (BOS). b) Treasury is working with Animal Services on a business plan. It is anticipated Animal Services will be the first area to accept E-Payments;</p>
<p><b>E-Benefits:</b> a) Roll out self-service e-benefits functionality with view capability only; and b) Roll out self-service Deferred Compensation enrollment/contribution changes;</p>	<p>a) Roll out self-service e-benefits functionality with view capability only: The rollout is complete but currently only 50% of County employees have UserID's with access. UserID's are being assigned by Tech Support. b) Roll out self-service Deferred Compensation enrollment/contribution changes: The rollout is complete but currently only 50% of County employees have UserID's with access. UserID's are being assigned by Tech Support;</p>
<p><b>PeopleSoft Upgrade:</b> a) Completion of system upgrade from version 8 to version 8.9; b) Evaluate a single portal page for County Financial Management System and Human Resources Management system; c) Evaluate utilizing the system through the Internet for remote access; d) Human Resources module – decentralize license and certificate tracking, update Personal Service Contractors with workers compensation codes, track languages spoken and County's bilingual testers, implement "Reports to" functionality, and roll out departmental/division level structure; e) Time and Labor Module – rollout self-service time entry and roll out Managers self service to 5 departments; and f) Payroll Module – evaluate the option for full (all employees) direct deposit of paychecks and receiving advice notices online;</p>	<p>a) The implementation of the upgrade to version 8.9 has been completed. Initial cut over was May 29, 2007. b) The evaluation of a portal page was completed. The Oracle Financial Management System portal page was selected and is being installed currently. c) PeopleSoft system has been set up to allow access through the internet. d) Several departments are piloting decentralized license and certificate tracking as well as tracking languages spoken and the County's bilingual testers. All personal service contractors now have workers compensation codes established in the system. Reports to functionality has been completed and departmental/division level structure testing is currently being completed. e) As requested Rollout of self-service time entry has continued for departments. Manager self-service has been tested and one department will be implemented by July 1. f) State of California does not permit mandating direct deposit unless there is 24/7 access to employee compensation information. As an option the County has begun allowing employees to voluntarily receive their payroll advice notice on-line and;</p>
<p><b>Pay for Performance Automation</b> – design, testing and implementation will be completed by April, 2008;</p>	<p>The system has been designed and initial testing has occurred during the months of May and June of 2008. A pilot implementation is scheduled to begin with the Chief Executive Office in late summer 2008;</p>
<p><b>Government TV:</b> a) Design, create and implement a video on-demand component for the Stanislaus County website for government television programming;</p>	<p>a) Video on demand created and implemented in November 2007 at stancounty.com/mytv b) Monthly MYTV web statistics indicate between 1300 – 2400 unique visitors monthly</p>

<p>b) Monitor web hits for files accessed; and c) Update video room as new video content becomes available.</p>	<p>c) Videos added: special feature on West Nile virus, monthly editions of the Stanislaus News &amp; Highlights show, news conference on safety of children, 2008 State of the County address, Children &amp; Families Commission annual Conference;</p>
<p><b>Standardization</b> – conduct a feasibility study for implementing a standard email platform throughout the County;</p>	<p>Phase I of this task, which was to create a set of requirements and evaluation criteria for a standard was completed in May 2008. Phase II, conducting the study based upon the methodology developed in Phase I is proceeding and is expected to be completed in October 2008;</p>
<p><b>County-wide User Directory</b> – implement a pilot for County-wide single sign-on.</p>	<p>A pilot/proof-of-concept (POC) was completed in working with several departments and an outside vendor. The POC proved successful. The pricing for a full-scale implementation was received and presented to the IT Steering Committee. The IT Steering Committee recommended further analysis to determine what the business case would be. This work is being performed currently.</p>

**LESSONS LEARNED:**

Funding can prohibit the ability to move forward and can impact projections to increase the number of government services provided electronically. In upgrading the PeopleSoft system, the County chose to use our e-mail ID as our userid in PeopleSoft. Therefore, tech support must setup each userid individually or modify the PeopleSoft delivered automated process. Self-service access is currently limited until userid's are setup for all employees.

**MEASURE 2**

Improve IT security



EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008	ACTUAL OUTCOMES THROUGH JULY 2008
Establish a County-wide IT Security Council;	An IT Security Council is being formed, now that an IT Security Manager has been hired. The Council will meet monthly and deal with IT Security issues. The council will meet in early 2008;
Create County-specific IT security training curriculum; and	The IT Security training curriculum has been developed and has been presented in three sessions to County staff. Approximately 200 staff have attended the IT Security trainings presented at the County Health and Safety training. A video of the presentation will be produced and made available online. Trainings will continue to be presented associated with the Health and Safety training and upon request at Departmental Staff meetings. The curriculum is being further updated, as IT Security changes rapidly and;
Conduct internal IT security assessment in each department.	The new Deputy Chief Information Officer/IT Security Manager has as one of his primary security-related tasks working with County departments to assist them in conducting their assessments. The assessments will not be complete prior to July 2008. The transition of staff roles have meant that a specific resource with the appropriate IT security skill-set had not been identified until June 2008. These security assessments continue to be a priority.

**LESSONS LEARNED:**

IT Security is an endeavor that can easily be given a low priority, but when events occur they remind us very quickly of its importance. No system or technology will ever be as effective as IT Security undertaking as internal staff training.

**GOAL 3**

**Improve the efficiency of County government processes**

**MEASURE**

Reduce turnaround time for processes that provide efficiency and benefit for the customer

EXPECTED OUTCOMES FOR FISCAL YEAR 2007-2008	ACTUAL OUTCOMES THROUGH JULY 2008
Each department will complete the project plan for a major multi-year project; and/or	All departments have completed either a Quic or a "Before and After" process improvement. Each department has one Process Improvement Coordinator who meets quarterly to share ideas and benchmark other departmental process improvement projects.
Each department will complete at least one short-term or unanticipated process improvement including documented analysis of the value achieved in the process improvement using either: a) Q.U.I.C. for multi-department or multi-employee processes, or b) Before & After model for other processes.	

**LESSONS LEARNED:**

Adding the option of the "Before and After" process improvement model encouraged departments to make significant process improvements without having to flow map the process. This simplified model permitted departments to more efficiently define and implement process improvements. Also, seemingly

small process improvement projects, when considered from an organizational perspective, add up to significant improvement in improving our service to our customers.