



COMMISSIONERS COURT STRATEGIC PLAN 2014 – 2020

THE ADVISORY BOARD COMPANY
JULY 2014

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Introduction and Executive Summary

The Commissioners Court of Tarrant County, Texas developed a new Five-Year strategic plan for a variety of reasons:

- The last plan that was done ended in 2008.
- The citizens of Tarrant County must continue to receive the best services possible.
- The county has become one of the fastest growing counties in the United States and all of the related issues to that growth must be planned for including transportation, the skills of the workforce, changing demographics, etc.
- The Affordable Care Act has created challenges that must be anticipated.
- The County workforce is aging and succession planning is more important than ever before.

The County Administration and the Commissioners Court want to ensure that not only the county staff, but also as many of the 68 elected officials as possible, have the opportunity to provide input to this plan. Consequently, a large percentage of the elected officials and staff directors were both interviewed and invited to participate in the two-day strategy session.

Six goals were developed at that strategy session and those goals were further segmented into seven aligned objectives and 14 aligned improvement initiatives.

The success of the plan will be ensured by tracking the timely progress on the 14 aligned initiatives and by tracking success over time in the Key Performance Indicators (KPIs), or outcome metrics, which will be developed in the near future. The plan will also be deployed to the County departments and their aligned performance will be reviewed on a monthly basis on scorecards to ensure progress, achievement and accountability.

The County is anxious to implement this plan as it pursues its mission and vision as a responsible steward. The plan displays an eagerness to adapt, change and grow to serve the citizens of Tarrant County.

Strategic Methodology and Framework

The Tarrant County Commissioners Court decided to utilize a thorough strategic planning process to identify and prioritize the key strategic goals, objectives and KPIs for the next five years, plus the key improvement initiatives for the next two to three years.

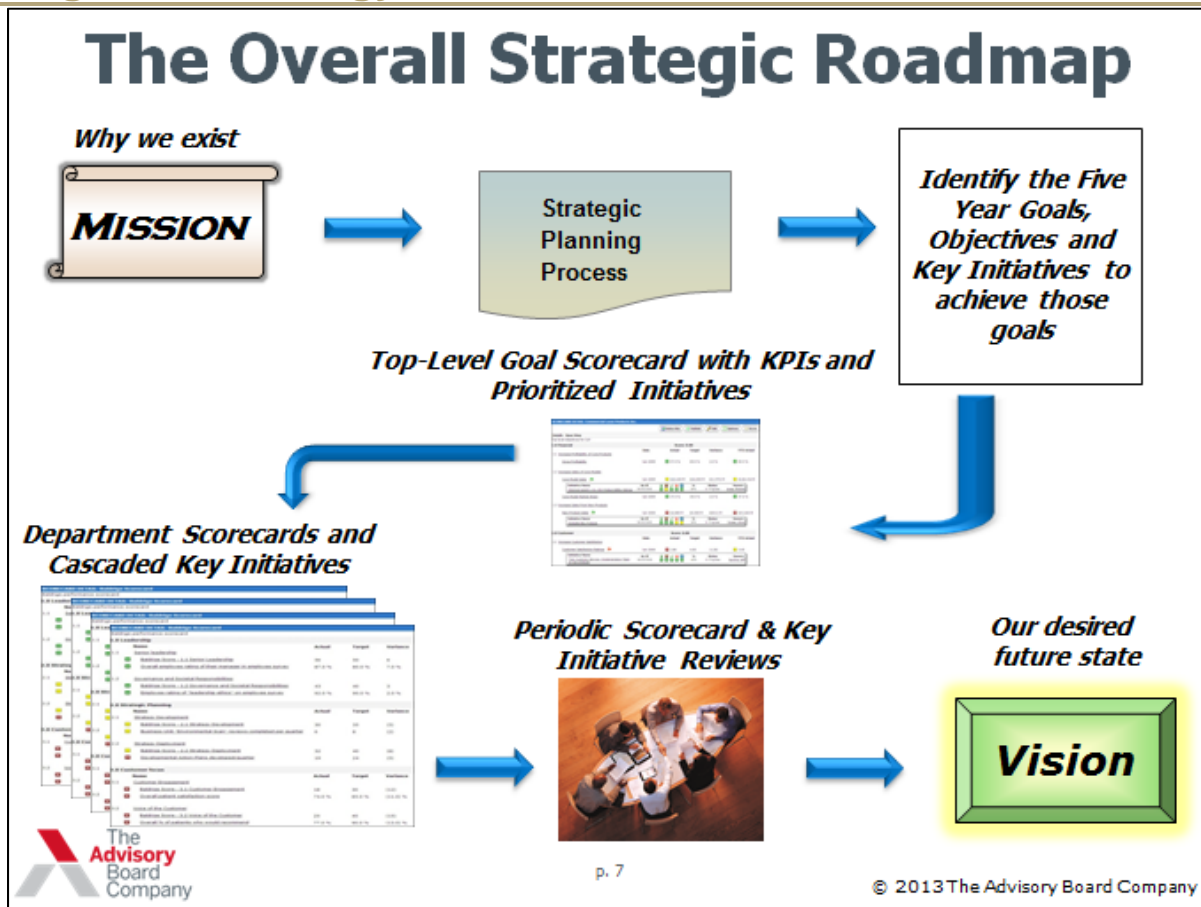
Most of the primary internal and external stakeholders provided input to the planning process to ensure that all important issues would be considered when setting the priorities.

The actual planning process outputs included the priority goals, objectives and improvement initiatives. The goals will have KPIs on a scorecard and that scorecard, deployed departmental scorecards and the improvement initiatives are the primary tactical tools to successfully execute the strategy. The expectation is that, in the future, the scorecards will be deployed to the Tarrant County core and support departments.

This strategic planning document contains five primary components:

1. The Tarrant County strategic framework,
2. The strategic planning process that was used to develop this plan,
3. The Tarrant County mission and vision,
4. The Five Year Goals and Objectives,
5. 2-3 year High Priority Improvement Initiatives

Strategic Methodology and Framework



The above diagram represents the **Strategic Framework** utilized by Tarrant County to drive improved performance in its Goals and Objectives. The key terms and definitions are:

Mission – The purpose or reason for the existence of Tarrant County,

Vision – The desired future state of Tarrant County,

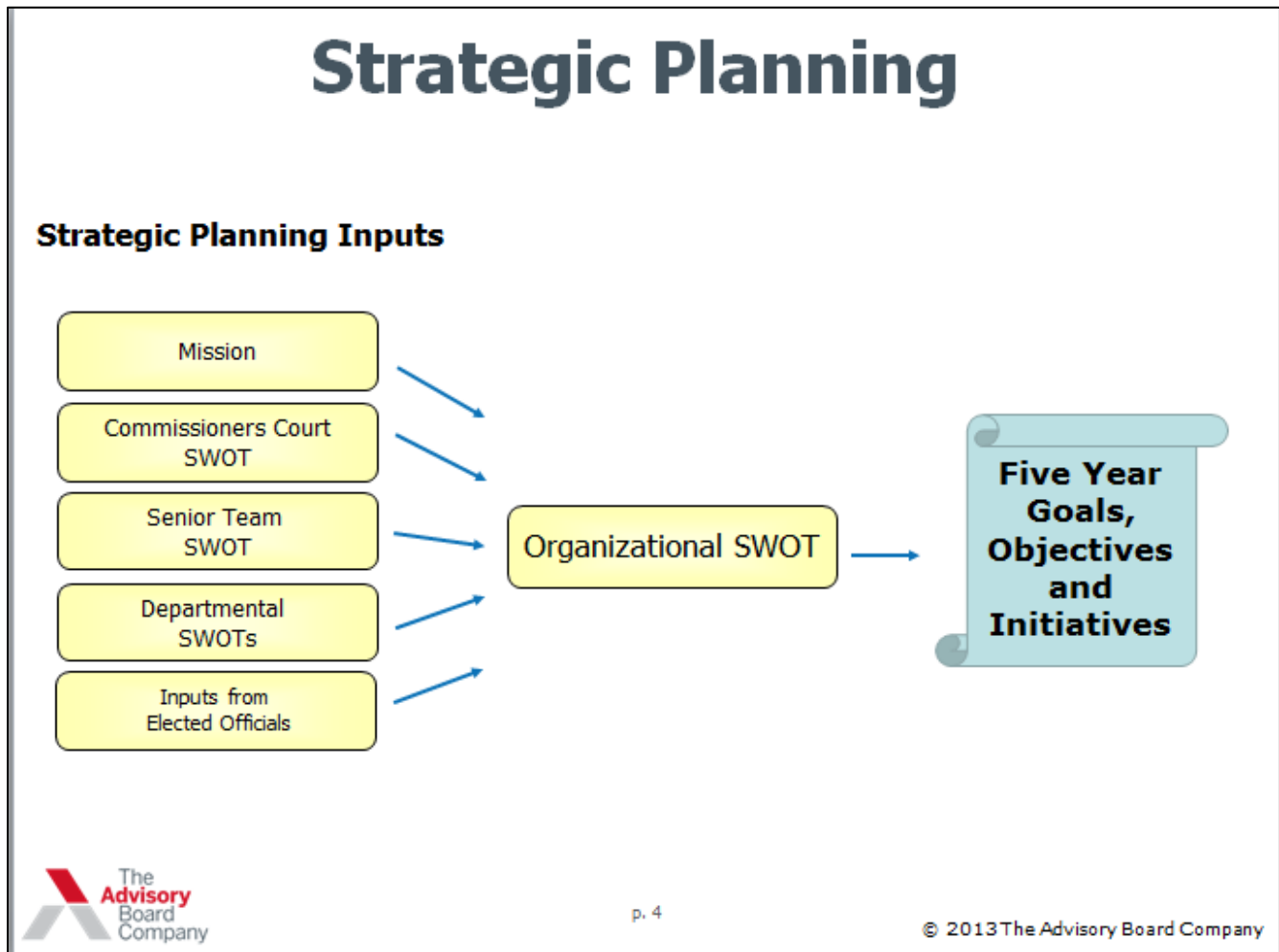
Goals – The Five Year Focal Points for the County to improve,

Objectives– More granular and shorter term focal points within the goals,

Initiatives – The Priority Improvement Projects that will contribute to the achievement of the goals and objectives,

KPIs - Key Performance Indicators, or outcome metrics, that the county will use to measure achievement of the goals and objectives and

Scorecards – A methodology to track the progress on the goals, objectives, KPIs and initiatives.



SWOT (Analysis) = Strengths, Weaknesses, Opportunities & Threats

Tarrant County Mission and Vision

Mission

Our mission is to work collaboratively with our external and internal stakeholders to improve the satisfaction of the residents and businesses of Tarrant County through the effective and efficient provision of services.

Vision

Our vision is to be financially responsible with County resources and efficient in service delivery. We commit to a culture of innovation, excellence, and transparency, while providing the highest level of customer service to Tarrant County residents and businesses.

Tarrant County Goals, Objectives and Initiatives

GOAL #1

Improve Tarrant County’s financial strength and effectiveness by proactively exercising fiscal disciplines and performance/evidence-based budget allocation.

Objective:	1.1 Develop financial policies and practices to enhance and strengthen the County’s financial systems.
Initiative(s):	1.1.1 Develop written policies concerning financial reserves and excess cash balances. 1.1.2 Research debt management strategies and provide options and recommendations to Commissioners Court, including a debt management policy.

Objective:	1.2 Develop a strategy to address increasing costs of health insurance.
Initiative(s):	1.2.1 Develop a strategy to address healthcare coverage and costs for employees and retirees, including the integration of the County’s Wellness Program with health benefits and programs.

GOAL #2

Maximize Tarrant County’s operational efficiency and productivity through streamlined policies and processes, enhanced communication and targeted application of technologies.

Objective:	2.1 Identify and eliminate redundancies and waste, using improvement methodologies and utilizing well-integrated technology as an enabler to drive efficiencies.
Initiative(s):	2.1.1 Establish productivity metrics across the County, utilizing metrics software. 2.1.2 Continue to implement and update the County’s Comprehensive Strategic Information Technology Plan.

GOAL #3

Continue to cultivate an organizational culture in which people are nurtured, innovation is encouraged and excellence is rewarded.

Objective:	3.1 Improve employee communication and satisfaction, including deploying ways to encourage innovation and reward excellence.
Initiative(s):	3.1.1 Establish a system to communicate effectively with County departments and employees concerning policies, initiatives and programs. 3.1.2 Develop an online education/training system for employees. 3.1.3 Conduct an employee satisfaction survey. 3.1.4 Identify programs which recognize and award innovation and excellence.

GOAL #4

Enhance the satisfaction level for the residents and businesses of Tarrant County through the effective delivery and equitable administration of justice, public safety, health, transportation and human and other services

Objective:	4.1 Ensure that there is internal collaboration across departments, as well as external collaboration, to better serve residents and businesses.
Initiative(s):	4.1.1 Conduct a citizen satisfaction survey to determine the public's understanding of the function of Tarrant County Government, what the public's needs are and how the County can meet those needs. 4.1.2 Establish citizen satisfaction outcome metrics and align resident and business facing metrics at the department level.

GOAL #5

Strategically engage the public and private stakeholders to improve the mobility of people and goods in Tarrant County and the North Texas Region.

Objective:	5.1 Develop, prioritize and deploy an intermodal strategic transportation plan for Tarrant County.
Initiative(s):	5.1.1 Engage a transportation planning consultant with direction and expectations in developing a Tarrant County Transportation Plan that improves and benefits both Tarrant County and the region.

GOAL #6

Proactively collaborate with Tarrant County cities and other stakeholders to grow and diversify the local economy through the enhancement of human and capital infrastructures.

Objective:	6.1 Communicate with stakeholders regarding what economic development tools, opportunities and incentives are available and how to access them.
Initiative(s):	6.1.1 Research and identify opportunities to enhance and expand economic development tools and incentives utilized by the County and publish an annual economic development report detailing the County's activities. 6.1.2 Ensure Tarrant County becomes an active partner in areas of job training, education, the delivery of human services and healthy community initiatives.

Successful Execution of the Strategic Plan

- Departments responsible for initiatives will work with all parties impacted to ensure key stake holders are involved in the process. As priorities change and projects are completed, the document will be updated to ensure the plan is a living document.
- In implementing the Strategic Plan, Tarrant County will use a tool called the Balanced Scorecard. The Balanced Scorecard provides a high-level view of the overall strategy so that, at a glance, progress toward tangible results or targets can be easily discerned. The top-level scorecard includes the goals, objectives, key performance indicators (KPIs) and improvement initiatives discussed above, with further clarification of the specific KPIs and targets to be achieved in the coming months.
- The top-level scorecard will drive the cascading of scorecards into the Departments to ensure alignment of the new strategy throughout the entire organization.
- In addition to the various scorecards, prioritized improvement initiatives will be developed. Each prioritized initiative will have a charter, which defines the business case, objectives, scope, responsible owners and key milestones (see Appendix).
- The scorecard measures and initiative statuses will be updated monthly. The measures are color-coded in green (meeting target), yellow (slightly missing target) and red (missing target and in need of an explanation and perhaps a corrective action or improvement initiative). The initiatives are also tracked for timeliness, budget-adherence and scope using the same color-coding scheme.
- All organizational areas having scorecards will meet to conduct a monthly performance review using a standardized process to assess progress on targets and improvement initiatives.

Appendix – 14 Initiative Charters

Initiative Charter

Initiative: 1.1.1. Develop written policies concerning financial reserves and excess cash balances.		
Business Case	Problems to be addressed and impact	A large percentage of Tarrant County's revenue comes from property taxes, which are paid primarily in December, January and June. In order to stabilize the County's revenue stream, the County needs to ensure there are enough reserves and cash to pay the bills at the point when cash is at its lowest, as well as to provide for extraordinary, unusual and infrequent events of a material nature.
	Expected benefits	A written policy would protect the fiscal health and stability of the county, while ensuring that the County's creditworthiness is protected and cash flow needs are met.
Objectives	Alignment to which objective on the top scorecard	1.1 Develop financial policies and practices to enhance and strengthen the County's financial systems.
	Measure affected	<ul style="list-style-type: none"> • Bond rating assigned by rating agencies • Adopted budget meets policy • Cash on hand meets operating needs • Issuance of short term debt
	Target for improvement (gap reduction of measure)	A policy adopted by the Court will clarify the expectation of the Court and assist with the preparation of the budget.
Scope	In scope	General, Road & Bridge, Debt Service, Non-Debt Capital, Resource Connection, Resource Connection Oil & Gas, Group Insurance, Self-Insurance and Workers Compensation Funds. (Primary operating funds and other discretionary operating funds)
	Out-of-scope	Funds other than those stated above (typically statutory/legal restrictions apply to these funds)
	Authorized by	Commissioners Court
Team Composition	Initiative sponsor	Renee Tidwell
	Team leader	Laura Weist
	Team members	Suzanne McKenzie, Debbie Schneider, G.K. Maenius, Jay Singleton, Craig Maxwell, Kandice Boutté
Key Initiative Milestones	Initiative start date	04/09/2014
	Initiative completion date	01/31/2015
	Tasks, owners and date	<ul style="list-style-type: none"> • Get consensus on recommended reserve amounts by fund – 06/30/14 (Weist) • Determine what to include in excess cash balances policy – 08/01/14 (Wiest/ Maxwell) • Develop written policy for excess cash balances and reserves – 10/01/14 (Wiest/Maxwell) • Take policy to Commissioners Court – 01/31/15 (Tidwell)

Initiative Charter

Initiative: 1.1.2 Research debt management strategies and provide options and recommendations to Commissioners Court including a debt management policy.

Business Case	<p>Problems to be addressed and impact</p> <p>Expected benefits</p>	<p>As an urban county, Tarrant County regularly faces major infrastructure and facility demands that may require the issuance of multi-year debt secured by the County's ability to assess property taxes.</p> <p>A policy would solidify current practices for debt management, help preserve the County's current bond rating (AAA) and provide transparency.</p>
Objectives	<p>Alignment to which objective on the top scorecard</p> <p>Measure affected</p> <p>Target for improvement (gap reduction of measure)</p>	<p>1.1 Develop financial policies and practices to enhance and strengthen the County's financial systems.</p> <ul style="list-style-type: none"> • Debt service tax rate ratio to the total tax rate • Debt per capita <p>Preserve Tarrant County's current bond rating (AAA) and provide transparency.</p>
Scope	<p>In scope</p> <p>Out-of-scope</p> <p>Authorized by</p>	<ul style="list-style-type: none"> • Projects to be financed with voter approved debt vs. available operating funds • Types of debt instruments the County will and will not issue <p>Policies that increase or introduce financial risk and impede government transparency</p> <p>Commissioners Court</p>
Team Composition	<p>Initiative sponsor</p> <p>Team leader</p> <p>Team members</p>	<p>Debbie Schneider</p> <p>Debbie Schneider</p> <p>Renee Tidwell, Suzanne McKenzie, Laura Weist, G.K. Maenius, Jay Singleton, First Southwest Company representatives, Kandice Boutté</p>
Key Initiative Milestones	<p>Initiative start date</p> <p>Initiative completion date</p> <p>Tasks, owners and dates</p>	<p>10/31/2014</p> <p>03/31/2015</p> <ul style="list-style-type: none"> • Gather other governmental debt management policies for review – 10/31/14 (Schneider) • Seek input from the County's financial advisor –11/30/14 (Schneider) • Seek approval of policy – 03/31/15 (Schneider)

Initiative Charter

Initiative: 1.2.1 Develop a strategy to address healthcare coverage and costs for employees and retirees, including the integration of the County’s wellness program with health benefits and programs.		
Business Case	<p>Problems to be addressed and impact</p> <p>Expected benefits</p>	<p>Rising healthcare costs make health care coverage more expensive for employees, their dependents and the County. Because financial resources are finite, “dollars” allocated for healthcare costs are then not available for pay raises and other employee benefits and programs.</p> <p>A reduction in the growth rate of healthcare costs will result in more stable and possibly lower costs for employees and the County. Any “saved” dollars are then available to be used at the Court’s discretion.</p>
Objectives	<p>Alignment to which objective on the top scorecard</p> <p>Measure affected</p> <p>Target for improvement (gap reduction of measure)</p>	<p>1.2 Develop a strategy to address increasing costs of health insurance.</p> <ul style="list-style-type: none"> Lower or more stable healthcare costs Reallocation of financial resources Employee Satisfaction <ul style="list-style-type: none"> A reduction in the growth rate of healthcare costs Employee satisfaction
Scope	<p>In scope</p> <p>Out-of-scope</p> <p>Authorized by</p>	<ul style="list-style-type: none"> Integration of the wellness and healthcare programs Investigation of feasibility of an on-site clinic <p>Policies and programs that have no impact on healthcare costs for Tarrant County employees</p> <p>Commissioners Court</p>
Team Composition	<p>Initiative sponsor</p> <p>Team leader</p> <p>Team members</p>	<p>Tina Glenn</p> <p>Tina Glenn</p> <p>Robin Worthy, G.K. Maenius, Jay Singleton, Paul Wood, Joyce Kirk, Renee Tidwell, Craig Maxwell, Amber Duckworth, Amber Norris, Kandice Boutté</p>
Key Initiative Milestones	<p>Initiative start date</p> <p>Initiative completion date</p> <p>Tasks, owners and dates</p>	<p>05/01/2014</p> <p>06/30/2016 and ongoing</p> <ul style="list-style-type: none"> Brief Commissioners Court on feasibility of on-site clinic– 06/17/14 (Glenn) Conduct Health Risk Assessments (HRAs) – 08/15/14 (Glenn) Assess the success of strategies to address healthcare cost – 06/30/16 (Glenn)

Initiative Charter

Initiative: 2.1.1 Establish productivity metrics across the County, utilizing metrics software.		
Business Case	<p>Problems to be addressed and impact</p> <p>Expected benefits</p>	<p>Tarrant County Government is a large organization and strives to be an efficient organization within the statutory structure established by state law. In order to address real and perceived redundancies and waste, productivity metrics will be developed and tracked.</p> <p>Productivity metrics and metrics software will provide valuable information regarding organizational efficiencies and inefficiencies.</p>
Objectives	<p>Alignment to which objective on the top scorecard</p> <p>Measure affected</p> <p>Target for improvement (gap reduction of measure)</p>	<p>2.1 Identify and eliminate redundancies and waste using improvement methodologies utilizing well-integrated technology as an enabler to drive efficiencies.</p> <ul style="list-style-type: none"> Increase productivity of departments and employees Allocation of budget resources <p>Improve the County's level of service and productivity and successfully implement a system to track and monitor departments progress.</p>
Scope	<p>In scope</p> <p>Out-of-scope</p> <p>Authorized by</p>	<p>Develop departmental productivity metrics. Acquire software to measure, monitor and report metrics.</p> <p>Metrics that do not impact or align with Tarrant County's strategic plan</p> <p>Commissioners Court</p>
Team Composition	<p>Initiative sponsor</p> <p>Team leader</p> <p>Team members</p>	<p>Jay Singleton</p> <p>Kandice Boutté</p> <p>G.K. Maenius, Michael Webb, Maegan P. South</p>
Key Initiative Milestones	<p>Initiative start date</p> <p>Initiative completion date</p> <p>Tasks, owners and dates</p>	<p>06/01/2014</p> <p>09/30/2015 and ongoing</p> <ul style="list-style-type: none"> Develop strategy for establishing and implementing department metrics – 08/01/14 (Boutté) Acquisition and installation of metrics software – 01/01/15 (Boutté) Begin reporting metrics for selected departments – 04/01/15 (Boutté)

Initiative Charter

Initiative: 3.1.1 Establish a system to communicate effectively with County departments and employees concerning policies, initiatives and programs.		
Business Case	<p>Problems to be addressed and impact</p> <p>Expected benefits</p>	<p>Tarrant County, like most employers, struggles with how to effectively communicate with employees about policies, initiatives, training, benefits as well as other important matters.</p> <p>The implementation of an effective communication method(s) will result in a better informed and engaged workforce.</p>
Objectives	<p>Alignment to which objective on the top scorecard</p> <p>Measure affected</p> <p>Target for improvement (gap reduction of measure)</p>	<p>3.1 Improve employee communication and satisfaction including deploying ways to encourage innovation and reward excellence.</p> <ul style="list-style-type: none"> • Employee understanding of benefit and wellness choices and consequences • Employee knowledge of available training opportunities, County policies, etc. • Employee engagement <p>Anticipate greater participation in wellness and training programs; better understanding and adherence to County policies; efficient use of benefits as employees, dependents and retirees practice consumerism</p>
Scope	<p>In scope</p> <p>Out-of-scope</p> <p>Authorized by</p>	<p>Utilization of modern communication tools to disseminate important information like policies, initiatives and programs to Tarrant County employees.</p> <p>Information that does not impact Tarrant County employees or residents.</p> <p>Commissioners Court</p>
Team Composition	<p>Initiative sponsor</p> <p>Team leader</p> <p>Team members</p>	<p>Tina Glenn</p> <p>Robin Worthy</p> <p>Joyce Kirk or Amber Duckworth, IT Representative, Jeff Nicholson, Tracy Johnson, Chief Charles Eckert, Amber Norris, Larry Wilson, Sevette Garrison, Kandice Boutté</p>
Key Initiative Milestones	<p>Initiative start date</p> <p>Initiative completion date</p> <p>Tasks, owners and dates</p>	<p>05/01/2014</p> <p>01/31/2017 and ongoing</p> <ul style="list-style-type: none"> • Research communication methods – 12/31/14 (Worthy) • Implement a Human Resources Mobile Application (wellness, training, benefits, and policies) – 07/31/15 (Worthy) • Implement on-demand training via videos – 06/30/15 (Worthy) • Implement online Human Resources newsletter – 01/31/16 (Worthy) • Evaluate effectiveness of new communication methods – 01/31/17 (Worthy)

Initiative Charter

Initiative: 3.1.2 Develop an online education/training system for employees.

Business Case	<p>Problems to be addressed and impact</p> <p>Expected Benefits</p>	<p>Tarrant County is a large, diverse organization that requires an Enterprise Learning System to promote universal access and the interdependence to respond to departmental training needs and regulatory mandates. The existing system does not provide the technology or curriculum content to deliver universal access to online training. Systems vary by department and may largely rely on manual processes and third-party entities.</p> <p>Deployment of a comprehensive, user-friendly Enterprise Learning System (with curriculum content) would improve the ability to standardize, store, deploy, track, measure, report and manage training; reduce the risk of non-compliance; present cost-savings for continuing education; and link measureable training outcomes to performance.</p>
Objectives	<p>Alignment to which objective on the top scorecard</p> <p>Measures affected</p> <p>Target for improvement (gap reduction measure)</p>	<p>3.1 Improve employee communication and satisfaction, including deploying ways to encourage innovation and reward excellence.</p> <ul style="list-style-type: none"> • Employee Satisfaction • Citizen Satisfaction Ratings • Job Competency and Training <p>Develop and successfully implement an online training program that provides relevant training and is accessible to all Tarrant County employees.</p>
Scope	<p>In scope</p> <p>Out-of-scope</p> <p>Authorized by</p>	<p>Enterprise Learning System and curriculum content that supports the development and deployment of corporate training throughout the organization</p> <p>Conferences or non-work related training activities</p> <p>Commissioners Court</p>
Team Composition	<p>Initiative sponsor</p> <p>Team leader</p> <p>Team members</p>	<p>Tina Glenn</p> <p>Jeannette Johnson</p> <p>Larry Wilson (HR), Chief Charles Eckert (Sheriff), Richard Porter (IT), Jackie Harlos (IT), Kim Pearce (PH), Donald Fisher (PH), Greg Sumpter (Juv), Jamison Hulslander (IT) and Vickie Doane (Tax), Kandice Boutté</p>
Key Initiative Milestones	<p>Initiative start date</p> <p>Initiative completion date</p> <p>Tasks, owners and dates</p>	<p>04/15/2014</p> <p>11/01/2017</p> <ul style="list-style-type: none"> • Assess training requirements, existing tracking and reporting systems –10/30/14 (Johnson) • Develop an On-line Training Program – 06/30/15 (Johnson) • Procure Enterprise Learning System – 09/30/16 (Johnson) • Define Performance Benchmarks and Standards for Training – 11/01/17 (Johnson)

Initiative Charter

Initiative: 3.1.3 Conduct an employee satisfaction survey.		
Business Case	<p>Problems to be addressed and impact</p> <p>Expected benefits</p>	<p>Assess employee satisfaction and engagement</p> <p>As employees are the most valuable asset to any employer, having an engaged and “satisfied” workforce will improve productivity, morale, communication and reduce absenteeism.</p>
Objectives	<p>Alignment to which objective on the top scorecard</p> <p>Measure affected</p> <p>Target for improvement (gap reduction of measure)</p>	<p>3.1 Improve employee communication and satisfaction, including deploying ways to encourage innovation and reward excellence.</p> <ul style="list-style-type: none"> Productivity Employee Satisfaction <p>Gauge employees’ level of satisfaction and develop action plan to address low rated areas.</p>
Scope	<p>In scope</p> <p>Out-of-scope</p> <p>Authorized by</p>	<p>Conduct an employee engagement/satisfaction survey.</p> <p>Non-employees</p> <p>Commissioners Court</p>
Team Composition	<p>Initiative sponsor</p> <p>Team leader</p> <p>Team members</p>	<p>Tina Glenn</p> <p>Robin Worthy</p> <p>Jay Singleton, Kandice Boutté</p>
Key Initiative Milestones	<p>Initiative start date</p> <p>Initiative completion date</p> <p>Tasks, owners and dates</p>	<p>07/01/2014</p> <p>02/01/2015</p> <ul style="list-style-type: none"> Select a vendor and design a survey – 07/30/14 (Worthy) Conduct survey – 08/31/14 (Worthy) Present results to the Commissioners Court – 09/30/14 (Worthy) Design an action plan to address issues discovered during the survey – 11/30/14 (Worthy) Implement action plan – 02/01/15 (Worthy)

Initiative Charter

Initiative: 3.1.4 Identify programs which recognize and reward innovation and excellence.		
Business Case	Problems to be addressed and impact	Tarrant County lacks an internal process which enables employees to submit/suggest improvements or innovative ideas, concepts and practices. Similarly, the county does not have a formal program which recognizes employee excellence.
	Expected benefits	An employee recognition program will empower employees and allow for process improvements and cost savings.
Objectives	Alignment to which objective on the top scorecard	3.1 Improve employee communication and satisfaction including deploying ways to encourage innovation and reward excellence.
	Measure affected	<ul style="list-style-type: none"> • Employee Satisfaction • Number of Innovative Ideas implemented • Cost savings
	Target for improvement (gap reduction of measure)	Provide an environment where employees are “heard” and “recognized” taking more “ownership” in workplace processes.
Scope	In scope	Process to receive innovative ideas, evaluate and reward employees
	Out-of-scope	Rewarding behavior and actions that are a part of the employees responsibilities and job scope
	Authorized by	Commissioners Court
Team Composition	Initiative sponsor	Tina Glenn
	Team leader	Robin Worthy
	Team members	Ann Farmer, Judi Ketchum, Debbie Schneider, Jeff Nicholson, Sheriff’s Department Representative, Kandice Boutté
Key Initiative Milestones	Initiative start date	04/01/2015
	Initiative completion date	Implementation – 01/01/2016 - Project – ongoing
	Tasks, owners and dates	<ul style="list-style-type: none"> • Research whether this program will be ran internally or externally – 05/01/15 (Worthy) • Select program – 09/01/15 (Worthy) • Determine award methods and “prizes”–10/01/16 (Worthy) • Implement program – 01/01/16 (Worthy) • Evaluate success of program – 01/01/17 (Worthy)

Initiative Charter

Initiative: 4.1.1 Conduct a citizen satisfaction survey to determine the public's understanding of the function of Tarrant County Government, what the public's needs are and how the County can meet those needs.		
Business Case	Problems to be addressed and impact	Many citizens are unaware of the functions of county government and how it is different from municipal government. Because of this lack of citizen awareness, understanding the needs of citizens is not always well-defined. There are currently no systematic methods in place to assess citizens' needs and to assess their perception of how the county is meeting those needs.
	Expected benefits	Citizen awareness about county government should be enhanced and Tarrant County government should be more aware of its citizens' needs and how county services meet those needs. In addition, Tarrant County will be able to improve services the public perceives to be low-performing.
Objectives	Alignment to which objective on the top scorecard	4.1 Ensure that there is internal collaboration across departments, as well as external collaboration, to better serve residents and businesses.
	Measure affected	<ul style="list-style-type: none"> • Citizen Satisfaction Score • Various improved services based on the survey • Based on the outcome of the survey, resources may be reallocated or expanded
	Target for improvement (gap reduction of measure)	Ensure citizens are aware of county services and that the county provides the highest level of customer service to Tarrant County residents and businesses.
Scope	In scope	Conduct citizen satisfaction survey of Tarrant County residents. Establish the needs of Tarrant County citizens and if they fall within the statutory authority of county government.
	Out-of-scope	Citizen needs that lack statutory authority or other legal basis.
	Authorized by	Commissioners Court
Team Composition	Initiative sponsor	Jay Singleton
	Team leader	Kandice Boutté
	Team members	G.K. Maenius, Maegan South
Key Initiative Milestones	Initiative start date	10/01/2014
	Initiative completion date	07/01/2015
	Tasks, owners and dates	<ul style="list-style-type: none"> • Develop citizen satisfaction survey – 01/31/15 (Boutté) • Conduct citizen satisfaction survey – 03/03/15 (Boutté) • Compile survey report and draw conclusions for action – 07/01/15 (Boutté)

Initiative Charter

Initiative: 4.1.2 Establish citizen satisfaction outcome metrics and align resident and business facing metrics at the department level.		
Business Case	Problems to be addressed and impact	Citizen satisfaction is a daily challenge which should be tracked by identifying and implementing measures that reflect the wishes and needs of the citizens.
	Expected benefits	Citizen satisfaction and knowledge should improve.
Objectives	Alignment to which objective on the top scorecard	4.1 Ensure that there is internal collaboration across departments, as well as external collaboration, to better serve residents and businesses
	Measure affected	<ul style="list-style-type: none"> • Customer satisfaction ratings • Improved performance in service metrics across the county, particularly the ones that align to perceived weak spots identified in the customer satisfaction survey
	Target for improvement (gap reduction of measure)	Ensure citizens are aware of county services and that the county provides the highest level of customer service to Tarrant County residents and businesses.
Scope	In scope	Establish outcome metrics focused on citizen satisfaction.
	Out-of-scope	Metrics and measures that do not impact citizen satisfaction
	Authorized by	Commissioners Court
Team Composition	Initiative sponsor	Jay Singleton
	Team leader	Kandice Boutté
	Team members	G.K. Maenius, Debbie Schneider, Renee Tidwell, Jeff Nicholson, Doug Gowin
Key Initiative Milestones	Initiative start date	07/01/2015
	Initiative completion date	05/01/2016 and ongoing
	Tasks, owners and dates	<ul style="list-style-type: none"> • Complete citizen satisfaction survey – 07/01/15 (Boutté) • Based on citizen satisfaction survey, develop metrics by department – 10/01/15 (Boutté) • Collect and report metrics by department – 04/01/16 (Boutté) • Improve underperforming metrics that align to perceived weak spots in the citizen satisfaction survey – 05/01/16 and ongoing (Departments)

Initiative Charter

Initiative: 6.1.1 Research and identify opportunities to enhance and expand economic development tools and incentives utilized by the County and publish an annual economic development report detailing the County's activities.

Business Case	Problems to be addressed and impact	There is a need to research the use of other economic development tools in order to be competitive in attracting companies and new economic growth to the County. In addition, Tarrant County does not publish an overall report on annual economic development activity or provide online access to information about the County's participation in or status of Tax Abatement projects, Tax Increment Financing (TIF) Districts, or other tax incentive projects currently active.
	Expected benefits	Identifying new economic development tools and informing the public of those tools will allow the County to grow and diversify the local economy through human and capital infrastructures.
Objectives	Alignment to which objective on the top scorecard	6.1 Communication with stakeholders regarding what economic development tools, opportunities and incentives are available and how to access them
	Measure affected	<ul style="list-style-type: none"> • Job growth in county • New construction and investment levels • Location of new business/expansions of existing companies • Appraised property value growth
	Target for improvement (gap reduction of measure)	<ul style="list-style-type: none"> • Increase in overall assessed property values • Growth in market sectors (commercial/retail/manufacturing/service) • Increase in jobs; reduction in unemployment rate
Scope	In scope	Economic activity within or impacting Tarrant County
	Out-of-scope	Economic activity not impacting Tarrant County
	Authorized by	Commissioners Court
Team Composition	Initiative sponsor	G.K. Maenius
	Team leader	Lisa McMillan
	Team members	Kandice Boutté, Patricia Ward, Jim Duff, Jay Singleton, Susan Black, Julie Hillhouse, Intern/PT ED Specialist
Key Initiative Milestones	Initiative start date	Annually - 06/01/2014
	Initiative completion date	Annually - 01/31/2015
	Tasks, owners and dates	<ul style="list-style-type: none"> • Evaluations of active Tax Abatement projects- 06/15/14 (McMillan) • Status Report on Tax Incremental Financing Participation- 09/30/14 (McMillan) • Research new Economic Development tools, opportunities and incentives – 07/01/14(McMillan) • Compile Quarterly Summary of Economic Development Activity - 07/15/14 (McMillan) • Provide recommendations on new Economic Development tools to Commissioners Court –09/30/14 (McMillan) • Compile overview of all economic development related activities for Calendar Year –01/31/15(McMillan)

Initiative Charter

Initiative: 6.1.2 Ensure Tarrant County becomes an active partner in areas of job training, education, the delivery of human services and healthy community initiatives.		
Business Case	Problems to be addressed and impact Expected benefits	The County is often the “silent partner” in economic development and should promote its participation and assistance to the community. Greater marketing of collaboration with stakeholders, cities and other governmental and community groups will allow Tarrant County to grow and diversify the local economy through the enhancement of human and capital infrastructure.
Objectives	Alignment to which objective on the top scorecard Measure affected Target for improvement (gap reduction of measure)	6.1 Communication with stakeholders regarding what economic development tools, opportunities and incentives are available and how to access them <ul style="list-style-type: none"> Job growth in county New construction and investment levels Location of new business/expansions of existing companies Appraised property value growth Increase in overall assessed property values Growth in market sectors (commercial/retail/manufacturing/service) Increase in jobs; reduction in unemployment rate
Scope	In scope Out-of-scope Authorized by	All tools, programs, grants, and partnerships legally available for use by the County to promote economic growth in Tarrant County Incentives and business practices not applicable or set forth by statute for use by County governments Commissioners Court
Team Composition	Initiative sponsor Team leader Team members	G.K. Maenius Lisa McMillan Mark Mendez, Patricia Ward, Jay Singleton, Intern, PT ED Specialist, Kandice Boutté
Key Initiative Milestones	Initiative start date Initiative completion date Tasks, owners and dates	02/01/2014 10/01/2014 <ul style="list-style-type: none"> Communicate with stakeholders and the community regarding what economic development tools, opportunities and incentives are available – 08/01/14 (McMillan) Collaborate with workforce and educational partners on ways to improve educational outcome for a skilled workforce – 09/01/14 (McMillan) Review and update the county’s community and economic development strategy – 10/01/14 (McMillan)