



MeckACTs

Cabinet Member Workplan

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Chief Financial Officer



Section 1: Annual Goals

1. 2024-2028 Capital Improvement Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Goal 3 – Advance organizational improvements with a focus on service delivery excellence

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Develop the 2024-28 Capital Improvement Plan for adoption by Board of County Commissioners, issue the remaining authorized General Obligation Bonds, and complete initial steps for future bond referendum

Rationale

Development of an affordable capital improvement plan is a primary financial planning role played by the Finance Department. Facilitating a process for stakeholders to easily submit projects and ideas and then making recommendations for funding strategies are key components of this role. Issuance of and planning for debt issuance is a tactical step necessary to then fund those plans.

Action Steps List the actions/events that need to take place.

- 2024-28 Capital Improvement Plan – solicit project input, evaluate and rank projects, obtain Executive Team feedback, develop funding strategies, share recommendation with Board of County Commissioners and obtain approval before end of fiscal year 2023.
- Develop a sustainable financing plan for all capital needs including a reasonable mix of debt and cash funded projects.
- General Obligation Bond Issuance – evaluate market conditions for best timing of issuance, work with financial advisors, bond counsel and Local Government Commission to structure and sell the bonds in the public markets at the best price.
- Planning for Future Referendum – work with bond counsel to ensure calendar of events is updated and that stakeholders are aware of steps needed and associated timelines. The bulk of this effort does not begin until fiscal year 2024, however decisions around sizing and purpose will need to be made during the CIP planning process.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Capital Improvement Plan process allows for efficient submission of projects by stakeholders and meaningful evaluation by Executive Team and ultimately results in recommendations that are adopted by the Board of County Commissioners before end of fiscal year 2023
- Bonds maintain AAA rating and are issued at market rates that provides needed funding for project needs
- Planning process for referendum positions us to move forward for November 2023 election if decided to do so

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2. Annual Comprehensive Financial Report

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Goal 3 – Advance organizational improvements with a focus on service delivery excellence

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Implement steps to complete the Annual Comprehensive Financial Report in accordance with statutory guidelines and complete the Single Audit Compliance Report and other year-end processes in an efficient and timely manner

Rationale

Timely and accurate reporting of financial results is critical to ensure that organizational leaders, elected officials, creditors, and the public have the information they need to make decisions and have confidence in the County's stewardship of financial resources

Action Steps List the actions/events that need to take place.

- Identify steps needed to complete the work along with relevant timelines
- Allocate resources to the tasks
- Monitor progress relative to timelines and adjust resources as needed
- Ensure compliance with federal and state guidelines for external funding with extra focus on American Recovery Plan Act funding
- Continuing disclosure for bond compliance is timely and comprehensive

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Annual Comprehensive Financial Report and Single Audit Compliance Reports are issued by November 30, 2022
- Findings are limited and do not include repeat findings from prior years
- Opinion is un-modified

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3. CGI Advantage Upgrade

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Not directly tied to Finance Strategic Business Plan

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Complete CGI Advantage Upgrade – Move to Cloud

Rationale

The current version of CGI Advantage is being updated requiring us to go through an upgrade process to transition to the cloud

Action Steps List the actions/events that need to take place.

- Planning and configuration continues through fiscal year 2022
- User acceptance testing begins in fiscal year 2023
- Go-Live date of 11/15/22
- Additional functionality can possibly be added through this process with minimal additional effort by changes to internal business practices (not system-based changes)

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- System is upgraded and functioning as intended by 11/15/22
- Project does not exceed budget

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4. Develop Employee Engagement

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Goal 1 - Improve clarity and consistency of communication to enhance employee & customer experience

Goal 2 - Build a culture of high employee engagement to enable the best services for our community

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Develop individual and divisional performance standards/measures, increase opportunities for employee training and improve quality & methods of internal communication

Rationale

Continuing the implementation of the Organizational Reset Plan (ORP) began in fiscal year 2021 includes a variety of actions in the areas of employee engagement, performance and development as well as communication and change management. Ongoing efforts to move the needle in these areas intended to cement the foundation for ongoing sustained improvement.

Action Steps List the actions/events that need to take place.

- Working with Human Resources to develop individual performance standards for all employees
- Develop divisional performance measures across the department
- Begin development of training curriculum for all positions within the Department
- Develop new opportunities for informal two-way communication between leadership and staff
- Continue to provide for technical and soft-skill training for all staff delivered both internally and through participation in external workshops, classes and conferences

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- 100% of all employees have performance standards developed
- 100% of divisions have performance measures developed
- New communication opportunities developed or existing are enhanced
- Future Employee Climate Survey (ECS) scores - Employee Communication Index (3 communication questions)- will use FY22 ECS results as baseline to establish target
- Future Employee Climate Survey (ECS) scores - Employee Development Index - will use FY22 ECS results as baseline to establish target
- 88% of employee are satisfied with Finance communications (internal dept survey)
- Number of staff participating in internal trainings offered by the department

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5. Sustainable Employee Benefits

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Not directly tied to Finance Strategic Business Plan

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Continue to work with Human Resources and Office of Management and Budget on recommendations for a more sustainable insurance program for employee health insurance that also supports recruitment and retention of employees. Work with City Risk Management, Information Technology and Legal to identify opportunities to modify current risk management practices to appropriately balance cost vs. risk tolerance.

Rationale

Current employee health plans are not sustainable and are not consistent with best practices as it relates to plan design, rate development and employee wants/needs. The rising costs associated with Cyber Liability insurance necessitates new and creative ideas on how to reduce costs while minimizing exposure to risk. In addition, the County's current practices for managing, budgeting, and accounting for property, casualty and workers compensation insurance have not been reviewed for some time and need a thorough evaluation.

Action Steps List the actions/events that need to take place.

- Work with Human Resources/Office of Management and Budget to develop recommendations for health plan modifications
- Work with Risk Management and others to develop recommendations for changes to Cyber Liability coverage
- Work to develop options to reduce overall risk management costs

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

Thoughtful recommendations are made to Executive Team for consideration in all areas

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6. Document Processes & Procedures

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Goal 3 – Advance organizational improvements with a focus on service delivery excellence

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Begin efforts to document processes (workflow) and procedures (desktop procedures) and identify areas for future improvement. Improvement efforts during the year will concentrate on the procure to pay cycle and p-card program.

Rationale

Over time, processes need re-evaluation to determine if they are working effectively. In addition, documentation of procedures must be reviewed and updated to ensure it is current. Resources must also be re-deployed in concert with any changes that may be made and to align with workloads across the department.

Action Steps List the actions/events that need to take place.

- Identify key workflows/cycles within the department
- Develop desktop procedures documentation template and begin comprehensive development of procedures
- Identify and implement improvements to procure to pay cycle including training and reallocation of resources if needed
- Identify and implement improvements to purchase-card program including training and reallocation of resources if needed

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- 100% of key workflows/cycles identified
- 33% of desktop procedures developed and tested (goal of 3-year cycle through all)
- Procure to pay cycle improvements implemented by year end
- Purchase-card program improvements implemented by year end

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7. Improve Service Delivery and Increase Value of Procurement

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Goal 3 - Advance organizational improvements with a focus on service delivery excellence

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Continue to improve service delivery levels provided by procurement division and increase value by identifying opportunities for costs savings through volume purchase contracting

Rationale

Significant improvements have been made in procurement service delivery and staff turnover will create a challenge in ensuring that the division does not backslide. Continual monitoring of progress towards service level goals will be important. In addition, procurement can add value by working on identifying cost saving opportunities through volume purchasing of commonly used commodities.

Action Steps List the actions/events that need to take place.

- Ensure that procurement dashboards contain accurate and useful content to monitor status of procurement activities
- Develop new staff to continue positive progress for the division
- Identify opportunities for bulk commodity procurement

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Procurement is making progress towards consistently meeting service level commitments
- Opportunities for volume purchasing have been identified
- New staff are fully integrated into leadership team and procurement division

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8. Update the Travel Authorization & Reimbursement Policy

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Goal 3 – Advance organizational improvements with a focus on service delivery excellence

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Update and improve the travel authorization and reimbursement policy and processes. Improvement efforts will include researching options for automating the process and potential future implementation (if feasible) of an automated process

Rationale

Over time, the travel authorization and reimbursement policies and processes have become administratively burdensome and have not leveraged changes in technology that could make these processes more efficient while still maintaining adequate controls. Resources must also be re-deployed in concert with any changes that may be made and to align with any changes in the associated workloads that may result.

Action Steps List the actions/events that need to take place.

- Update travel authorization and reimbursement policy
- Identify and implement improvements to travel expense approval/reimbursement including reallocation of resources if needed
- Research options for automating the process
- Provide training on new policy and procedures throughout the organization

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Travel authorization and reimbursement process improvements implemented by year end (June 2023)

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9. Department Equity Action Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government: Equity and Inclusion

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Create a Department Specific Equity Action Plan

Rationale

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department's functions. The development of our Department Equity Action Plans will help us; identify our individual department and enterprise responsibilities, create structure, process, and operational strategy at the department level, get clear on our departmental equity roles and responsibilities, and, understand the experiences, skills, and competencies needed to execute on our equity plan.

Action Steps List the actions/events that need to take place.

- Complete FY20-22 County Equity Action Plan
 - Document progress on Existing County EAP
 - Participate in OEI Listening Session and complete the Equity Needs Assessment
- Meet with Chief Equity & Inclusion Officer to Review and Develop Department Equity Action Plan
- Create or Re-Establish Department-Specific Equity Action Team in alignment with OEI Sequencing
- In partnership with the Office of Equity & Inclusion, create department-specific equity vision, align department goals and objectives to the Equity Action Plan and identify equity-centered outcome measures

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- FY20-22 County Equity Action Plan Completed and Progress Documented
- Department Equity Action Plan Completed
- Department re-establishment or creation of Department Equity Action Team in alignment with OEI Sequencing

