

Contra Costa County
Employment
& Human
Services
Department

Strategic
Initiatives
2014

Contra Costa County Employment & Human Services

Aging & Adult • Children & Family • Community Services • Workforce Development Board • Workforce Services



Greetings!

2014 will see our Department pursue a vision that is outlined in these five strategic initiatives. We will continue our efforts to rebuild and restore some of the services and infrastructure that were lost during the Great Recession. Just as important will be our efforts to build a healthy organization for our employees. What is a "healthy" organization? We will strive for balance, fairness, honesty, and clarity of purpose.

We aim to be a top functioning agency, with programs seen Statewide as "best practice" examples. We will embrace the advantages of technology and use it to the benefit of our customers and our staff. Communication that is clear and concise and provides quality information is an essential element of a successful organization. We will be working on utilizing new forms of messaging, and improving some of our existing methods.

Poverty and income inequality in our county is of significant importance to the work we do in this department, and we will be focusing some of our time and efforts in this area in 2014.

We will ask you to participate in these efforts, and we will issue regular reports and updates on our progress. Your involvement and input is important to the achievement of these goals, and ultimately to the success of our initiatives.

EHSD is fortunate to have a dedicated and skilled workforce that is truly caring and committed to meeting the needs of those in our community who need our services.


Kathy Gallagher
Director

In partnership
with the
community,
we provide
services
that support
and protect
adults,
children,
families,
and the elderly,
and promote
personal
responsibility,
independence and
self-sufficiency.

Kathy Gallagher
Director

Strategic Initiative Number One:

Improve organizational health to better serve customers and stakeholders

Measure of success

- We are successful when our organization practices exemplary customer service and we have a stellar reputation for providing respectful, kind and impactful services to our customers and to our community partners.*

Goal 1:

Work with staff to change agency culture so that there is a strong emphasis on outstanding customer service.

Strategies

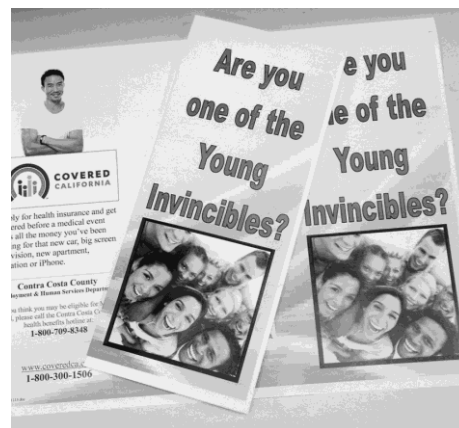
Provide training to all staff to develop a shared understanding of why exemplary customer service is critical.

Provide training to all staff so they learn how to provide top notch customer service.

Training may be developed and offered through outside trainer(s) or in-house.

Goal 2 :

Strengthen and expand partnerships and collaboration with community based agencies and community members.



Strategies

Proactively seek out and engage in more community activities that are aligned with EHSD work.

Conduct focus groups and/or surveys with nonprofit partners and customers to better understand what they think of EHSD so that important issues can be addressed.

Develop and implement strategies to strengthen and expand partnerships based on what was learned from focus groups and surveys.



Goal 3 :

Improve our public image, reputation and credibility.

Strategies

Develop shared outcomes and goals for each bureau that are understood by all EHSD employees.

Set outcome goals, meet them and consistently share results with staff.

Proactively initiate public relations/outreach to increase and improve public image and awareness.

Post outcomes on website and share with outside agencies and stakeholders (Board of Supervisors, nonprofits, legislators, community groups).

Outcomes should include customer service measures in addition to concrete outcomes.

Collect and share success stories.

Improve website.

Strategic Initiative Number Two: Build a healthy organization for our employees

Measures of Success:

- *When our organization shows respect, kindness and helpfulness to ourselves and to our customers.*
- *When our organization is values-driven and knowledge-based.*
- *When our staff can feel pride in being EHSD employees.*

Goal 1:

In an effort to build staff morale, create a vision of the future based upon past experience to promote continuous improvement in the organization.

Strategies

Develop a communication campaign that acknowledges the loss of the past and marks a "new chapter" that includes expectations of personal responsibility and commitment.

Promote on-going staff wellness by strengthening EHSD's wellness program and the Wellness Committee, comprised of a cross-section of staff from each Bureau.

Reinstitute a Department-wide employee recognition program which includes advocating at the county-level for years of service awards.



Goal 2 :

Promote opportunities for on-going organizational and individual growth.

Strategies

Find opportunities for staff to acknowledge and celebrate accomplishments whenever possible. Develop a Department-wide training plan that promotes continuous learning and includes professional development opportunities for staff at all levels of the organization.

Reinstitute critical staff meetings that promote communication and celebration of accomplishments including mid-manager's quarterly meeting. Implement a system to ensure timely performance evaluations for every EHSD staff member.

Goal 3:

Create an agency culture of shared mission, vision and values.

Strategies

Hold regular opportunities for two-way communication including focus groups and brown bag lunches to gain input and feedback from staff.

Develop an "agreements" document that is distributed to all staff.

Develop a communication campaign (in tandem with Goal 1) to refresh and communicate the vision, mission and values of EHSD.

Continue to build strong management-labor relationships through regular meetings and communication



Strategic Initiative Number Three

Rebuild capacity to deliver quality services

Measure of success:

- *We are successful when we are using data and technology to their best advantages to promote sound and ethical decisions that are fiscally accountable and results-oriented.*



to "see" the future.

Work on the reorganization of the IT unit and address IT staffing levels.

Focus on strategic projects, modify and adjust as needed in order to complete projects successfully.

Conduct focus groups with staff and customers.

Goal 1:

Build a data-informed agency that practices data-informed decision making.

Strategies

Establish a data unit.

Identify specific outputs needed by all levels of management that will assist in making sound business decisions.

Goal 2:

Build a vision for the future that uses technology to its best advantage. Add state-of-the-art systems and develop and implement customer-centric business processes using contemporary and innovative delivery systems.

Strategies

Bring program and systems staff together

Utilize available efficiencies and technology.

Goal 3:

Improve project planning and project management

Strategies

Initiate a customer-centric project approach that focuses on efficiency, effectiveness, collaboration, fiscal responsibility, and horizontal integration for

existing and future projects.

Seek input during the planning process for systems implementation, planning, and migration.

Goal 4:

Ensure accountability in our contracted services for performance and financial requirements.

Strategies

Develop clear and consistent standards for contractor performance and resume fiscal and program audits of contractors.

Expand beyond basic contract management and implement a pay for performance contract management system.

Goal 5:

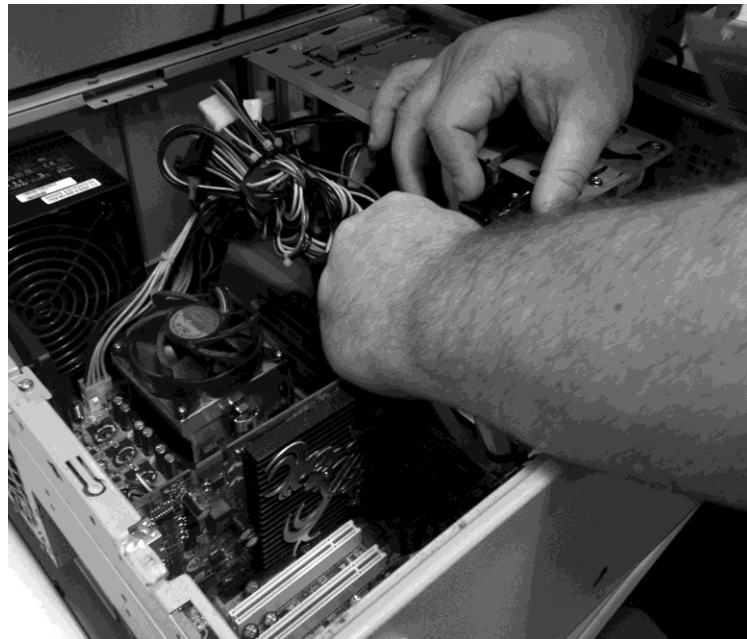
Address organizational staffing issues and rebuild our capacity.

Strategies

Improve relationships with other county departments.

Continue to work on delegated authority and the ability to internally conduct the recruitment process for several EHSD positions.

Research, identify, and implement effective and efficient recruitment and examination methods by utilizing new and modern technologies.



Strategic Initiative Number Four

Ensure Effective Communication and Messaging

Measure of success:

- *We are successful when we engage in effective, quality communications with our employees and our stakeholders, when messaging is clear, understandable, accurate and purposeful.*

Goal 1:

Support and sustain continuous, ongoing communication with staff on vision, initiatives, successes, accomplishments, expectations, and other internal and external issues relevant to the work of the department.

Strategy

Develop and utilize interactive communication platforms and tools, Directors messages, Director brown-bag lunches and field visits, Bureau Director field visits, restoration of mid-managers meetings,

and other tools and processes aligned to enhance communication across the department.

Goal 2:

Deliver regular communications to external stakeholders on department accomplishments, purpose, vision, goals and initiatives.

Strategies

Revamping of EHSD website, publication of an annual impact report, development of special materials for specific programs and services, facilitation of workshops,



participation in community/public events and publication of program reports.

Restore Public Information Officer job.

Goal 3:

Improve EHSD public image and reputation by infusing additional energy and excitement in to the people who make EHSD run each and every day.

Strategy

Focused communication activities related to strategic initiatives 1 & 2 (building a healthy organization for our employees, improving organizational health to serve our customers and stakeholders), strengthening of relationships with elected officials (including municipal level), hosting of meetings with community-based organizations and other service delivery partners with aligned missions and service sets.

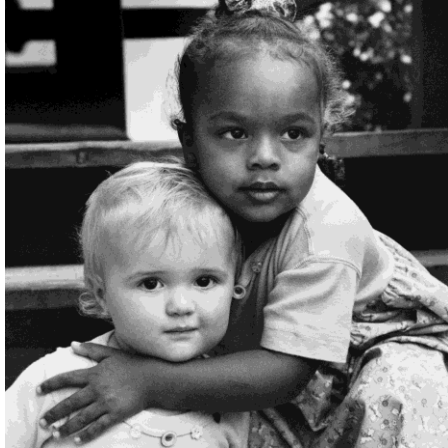


Strategic Initiative Number Five

Understand and address poverty in Contra Costa County

Measures of success:

- *We are successful when we have educated key decision makers about the prevalence of poverty in our county; the impacts of poverty on families, children and the elderly; the need for safety net services in partnership with community agencies; the vital role that EHSD programs play in alleviating poverty; the Return on Investment (ROI) and economic vitality that investments in these programs generate.*
- *Success is realized when we have partnered with legislators and funders to craft and implement strategies to reduce poverty in our county.*



Goal 1 :

Develop the systems and analytical capacity to map profile and track poverty in our county using a broad array of characteristics and variables.

Strategies

Establish a central data unit to capture and analyze data and produce regular and special reports.

Create a set of poverty indicators and produce a periodic snapshot of poverty in our county.

Conduct asset mapping of county services, programs and providers.

Goal 2 :

Raise awareness about poverty in our county and the impacts on our communities in all its aspects, and at all levels.

Strategies

Fully participate in the Bay Area Roadmap to Cut Poverty called "Rise Together." Promote Contra Costa County actions and initiatives that will meet local needs.

Make presentations to the Board of Supervisors and community groups with a particular focus on the role of local government and local community agencies in providing essential safety net services.

Goal 3 :

Working with funders, community groups, and safety net providers, create a set of local initiatives that will directly address poverty in our community.



Strategy

Engage with groups such as the Funders Forum, Safety Net Task Force and others; be proactive, provide data, coordinate and collaborate.

Goal 4:

Advocate to the Legislature in coordination with the County Welfare Directors Association (CWDA) and the Legislature's End Poverty in California (EPIC) Caucus for targeted initiatives that will address and support specific needs identified in Contra Costa County's assets mapping and poverty indicators data.



Strategy

Using data developed through this Initiative, have direct communication with local legislators, propose specific legislation, monitor current legislation for amendments, actively organize and advocate for initiatives and legislation that addresses poverty in Contra Costa County.