



Service First—After-Action Report

October 19th, 2015

Attendance

Elected Officials: Rod Bockenfeld, Matt Crane, Nancy Doty, Bill Holen, Nancy Jackson, Sue Sandstrom

County Staff: Monica Babbitt, Ron Carl, Shannon Carter, John Christofferson, Andy Cornell, Debbie Dater, Chandra DeSimone, Nira Duvan, Sarah Godlewski, Patrick Hernandez, Darcy Kennedy, Janet Kennedy, Don Klemme, Diana Maes, Matthew Nii, Andrew Olson, Louie Perea, Allen Peterson, Andrea Rasizer, Joleen Sanchez, Dave Schmit, Kathy Smith, Doug Stern, Cheryl Ternes, Mary VanDeroef

Absent Departments: Facilities and Fleet Management, Information Technology

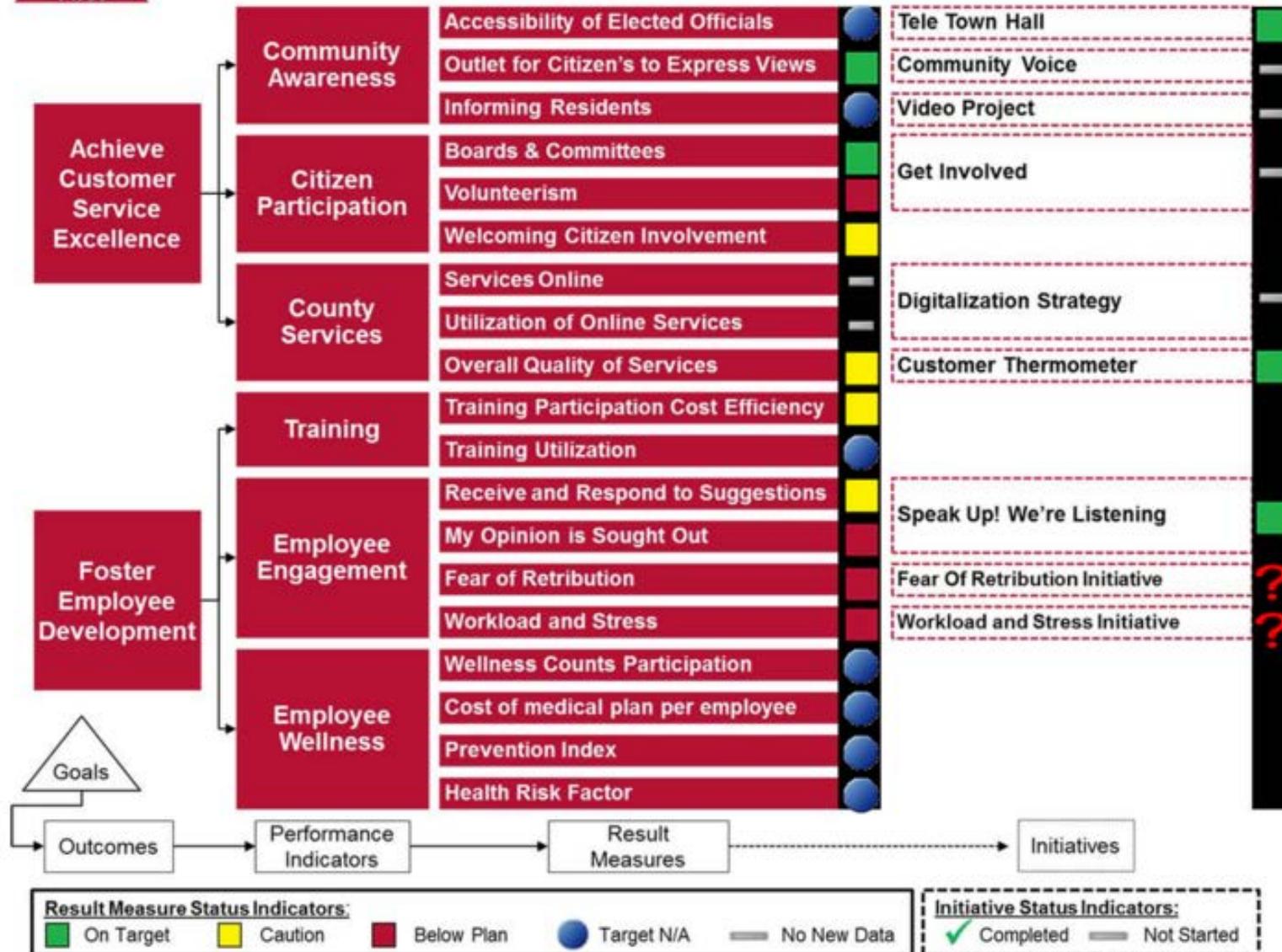
Other: Kelley Hartman (City of Arvada)

Performance Indicator	Agenda Objective	Facilitator
Achieve Customer Service Excellence		
Citizen Participation	Discuss recruitment efforts for <i>citizen boards and committees</i>	Diana Maes, Board of County Commissioners Administration
	Share and discuss measures for <i>Volunteerism</i>	Darcy Kennedy and Nira Duvan, Community Resources
County Services	Provide an update on the pilot and steps with countywide implementation <i>Customer Thermometer</i>	Sarah Godlewski, Performance Management
Community Awareness	Share and discuss proposal for <i>Tele-Town Hall</i> process	Andrea Rasizer, Communication Services
	Share and discuss <i>Community Voice Module</i>	
	Provide an update on the <i>Video Project</i>	
	Provide an update on <i>Recording/broadcasting public meetings</i>	
Foster Employee Development		
Employee Engagement	Share highlights from Q3 <i>Speak Up, We're Listening</i>	Andrea Rasizer, Communication Services
Training	<ul style="list-style-type: none"> Highlight the metrics for <i>Training Participation Cost Efficiency</i> and <i>Training Utilization</i> Share successes with change management projects for <i>County Attorney, Public Works and Development, and Human Services</i> 	<ul style="list-style-type: none"> Andy Cornell, Human Resources Ron Carl and John Christofferson, County Attorney Kathy Smith and Andrew Olson, Human Services Dave Schmit and Doug Stern, Public Works and Development

Performance Key:	On Target	Caution	Below Plan	Target N/A
Initiative Key:	✓ Complete	On Schedule	Behind Schedule	Planning/Not Started



Arapahoe County will provide reliable, timely and accessible delivery of County services that provide as positive a customer experience as possible.



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Achieve Customer Service Excellence

Performance Indicator: **Citizen Participation**

Agenda Objective: Discuss recruitment efforts for *citizen boards and committees*

Facilitator: **Diana Maes, BoCC Administration**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Boards and Committees: For every one vacancy, receive <i>two</i> applicants for boards and committees (applications per vacancy)	1.22 (Q3-14)	3.14 22 apps for 7 vacancies (Q3-15)	2.00	See <i>Get Involved</i> initiative	<ul style="list-style-type: none"> - Of the 7, only 2 didn't have sufficient applications (Board of Adjustment and CSU-E; 1 and 0 respectively). - Still in progress, BoCC Admin is looking at how to make access to the boards/committees webpages easier and to work with HOAs to distribute news releases - Diana Maes: Provide an update on the get involved section of the website and determine best ways to communicate this information
Welcoming Citizen Involvement <i>Citizen favorability rating</i>	43% (2008) ME+/4%	41% (2014) ME+/4%	> 43%	<i>Get Involved:</i> Create a main page icon that links to a landing page with opportunities to volunteer or serve on a board or committee	<ul style="list-style-type: none"> - Andrea Rasizer: Create an icon for main webpage; create a landing page

Performance Indicator: **Citizen Participation**

Agenda Objective: Share and discuss measures for *Volunteerism*

Facilitator: **Darcy Kennedy and Nira Duvan, Community Resources**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Volunteerism: Increase service hours of volunteers by 5%--or 1,288—creating a total cost-savings of \$609,879 in 2015 (hours/ \$ saved)	11,131 / \$251,004 (Q3-14)	13,081 / \$301,757 (Q3-15)	11,688 / \$269,632 (Q3-15)	See <i>Get Involved</i> initiative	<ul style="list-style-type: none"> - The target of +1,288 is based off only the hours reported by the Volunteer Connections program. The data at left includes both hours reported by Volunteer Connections and the Sheriff's office. - The new Volunteer Coordinator started on Oct 19th and is looking forward to further building the program
	26,659 / \$601,155 (30Sep14-YTD)	26,612 / \$613,940 (30Sep15-YTD)	34,643 / \$781,198 (2015-Year End)		

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Performance Indicator: **County Services**

Agenda Objective: Provide an update on the **Customer Thermometer** roll-out

Facilitator: **Sarah Godlewski, Office of Performance Management**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Overall Quality of Services <i>Citizen favorability rating</i>	61% (2008) ME+/4%	56% (2014) ME+/4%	> 61%	Customer Thermometer Initiative: Implement the use of customer thermometer	<ul style="list-style-type: none"> - Sarah Godlewski: Oversee implementation with 4-6 departments/offices January-March 2016 - Phase 1 organizations include – Assessor's Office, Public Works, and Community Resources

Performance Indicator: **Community Awareness**

Agenda Objectives: Share and discuss proposal for **Tele-Town Hall** process; Share and discuss **Community Voice Module**; Provide an update on the **Video Project**; Provide an update on **Recording/broadcasting public meetings**

Facilitator: **Andrea Rasizer, Communication Services**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Accessibility of Arapahoe County elected officials <i>Citizen favorability rating</i>	N/A	42% (2014) ME+/4%	N/A	Tele Town Hall: Host 1 tele-town halls by end of 2015	<ul style="list-style-type: none"> - Andrea Rasizer: Need to develop a process for determining topics for Tele Town Hall - Andrea Rasizer: Create a calendar of tele town hall topics
Giving residents a chance to express their views before making decisions: <i>Citizen favorability rating</i> In 2008, the survey prompt was "the job ACG does at listening to citizens"	36% (2008) ME+/4%	40% (2014) ME+/4%	>36%	Community Voice: Implement the CivicsPlus Community Voice module as a tool to obtain citizen feedback	<ul style="list-style-type: none"> - Andrea Rasizer: Contact other counties who use Community Voice for feedback on their successes and challenges and work with the BoCC to determine next steps to include a possible pilot launch.
Informing residents about issues facing the community	N/A	45% (2014)	N/A	Video Project: Develop and deploy marketing videos about Arapahoe County	<ul style="list-style-type: none"> - RFP process is underway to create two videos and Andrea Rasizer will report back on selection

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Citizen favorability rating		ME+/4%		Public Meeting Broadcasting: Develop capability to web broadcast (audio or visual) commissioner meetings	- Funding has been recommended and Andrea Rasizer will provide an update on the RFP
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Foster Employee Development

Performance Indicator: **Employee Engagement**

Agenda Objective: Share highlights from Q3 **Speak Up, We're Listening**

Facilitator: **Andrea Rasizer, Communication Services**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Ability to Receive and Respond to Suggestions Employee favorability rating	47% (Decision Wise global benchmark)	42% (2014)	> 47%	Speak Up, We're Listening: Develop new and update existing employee communication channels (two-way, bottom-up) including: employee voice tool, ideas and questions, coffee with a commissioner note posting, kudos, did you know feature in AC Weekly	- Moving forward, the E-team and A-team will have the opportunity to respond to submitted idea/question that applies to more than one department/office or that is Countywide in nature
My Opinion is Sought Out Employee favorability rating	64% (Decision Wise global benchmark)	52% (2014)	> 64%		
Fear of Retribution Employee favorability rating	63% (Decision Wise global benchmark)	52% (2014)	>63%		- Patrick Hernandez: Will continue to collect feedback on this topic from employees for discussion in 2016 - Once Speak Up, We're Listening is fully operational and familiar, then re-evaluate an initiative for this measure

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Workload and Stress Employee favorability rating	71% (Decision Wise global benchmark)	58.5% (2014)	>71%		- See "Fear of Retribution"
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Performance Indicator: **Training**

Agenda Objective: Debrief successes with three key *change management projects*

Facilitators: **Andy Cornell, Human Resources; Kathy Smith and Andrew Olson, Human Services; Ron Carl and John Christofferson, County Attorney; Dave Schmit and Doug Stern, Public Works and Development**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Training Participation Cost Efficiency: Difference of target per-person spending to actual per-person spending for key employee development courses to be \geq \$0.00	\$453.66 (Q3-14)	-\$514.32 (Q3-15)	\geq \$0.00		<ul style="list-style-type: none"> - Andy Cornell: Explore alternative ways to present these data – focus on separating courses <u>Management 101:</u> - Cost: \$4,875 - Target: \$4,875 / 16 participants = \$304.69 - Actual: \$4,875 / 8 participants = \$609.38 - Cost-efficiency: target-actual = (\$304.69) <u>Situational Leadership II:</u> - Cost: \$22,892.30 - Target: \$22,892.30 / 26 participants = \$880.47 - Actual: \$22,892.30 / 21 participants = \$1,090.11 - Cost-efficiency: target-actual = (\$209.64)
Training Utilization % of participants rating themselves as effective situational leaders	Situational Leadership				<ul style="list-style-type: none"> - HR developed a direct report and self-assessment tool developed. Scheduled to collect data from direct reports beginning Q1-16
% of participants rating themselves as effective change leaders	Change Leadership				<ul style="list-style-type: none"> - <u>Change Management:</u> - 4 Reinforcement trainings for 1-day managers class, total of 57 attended - 4 Reinforcement trainings for 3-day project class, total 51 attended - All conducted onsite with internal instructors, no external costs
	16.4% (before)	80% (after)	N/A		
	33.33% (before)	80% (after)	N/A		

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	Change Practitioners		
	% of participants rating criticality of change management	6.12% (before)	59.18% (after)
% of participants rating communications on their project team	8.33% (before)	45.83% (after)	N/A
% of participants rating ability in using Prosci materials and tools	N/A	41.38%	N/A

Performance Indicator: **County Services (Not on 10/19 agenda)**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Utilization of Services: Increase website page views of transaction pages by 3% in 2015 (# of page views)	1,276,594 (2014)	1,323,002 YTD-15 Annualized	1,314,891	<i>County Digitalization Strategy: Complete the strategy document by end of 2015</i>	<ul style="list-style-type: none"> - David Bessen will further develop the initiative - NOTE: The County Digitalization Initiative (Service First) and the Analog to Digital Transformation Initiative (Fiscal Responsibility) have some overlap.
Services Online: Increase # of offerings by 3	34 (Q2-15)	34 (Q3-15)	36		<ul style="list-style-type: none"> - David Bessen will generate a replicable model to evaluate cost-savings/ cost-avoidance of online services

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Performance Indicator: **Employee Wellness (Not on 10/19 agenda)**

Result Measure	Previous Performance	Current Performance	Target	Initiatives	Action Items and Notes
Wellness Counts Participation: # of wellness counts participants / total # of employees and family eligible to participate	18.7% (2014)	23.6% (2015)	TBD		<ul style="list-style-type: none"> - Kim Mallory/Sue Good will determine reasonable performance target for 2016 - NOTE: the wellness measures are annual and were not discussed at this meeting
Cost of medical plan per employee: total cost of medical claims per member per month	\$330.81 (2014)	\$TBD (2015)	TBD		<ul style="list-style-type: none"> - The expectation is to mitigate cost increases over time – we don't expect total costs to decrease (AC's costs increase at ~2% per year, Kaiser's benchmark is an 8% increase)
Prevention Index: % of screened plan members meeting index criteria. Index criteria includes: <ul style="list-style-type: none"> • Do not use tobacco • Have a BMI in the range of 18.5 - 24.9 • Are up-to-date on all age/gender appropriate cardiovascular and cancer screenings 	40.9% (2014)	TBD% (2015)	TBD		<ul style="list-style-type: none"> - Kim Mallory/Sue Good will determine reasonable performance target for 2016
Health Risk Factor: % of screened plan members with zero risk factors <ul style="list-style-type: none"> • Blood pressure > 140/90 • Total Cholesterol > 200 • Obesity (BMI > 30) • Smoker • Fasting blood sugar 100-125 (pre-diabetes) 	39.4% (2014)	TBD% (2015)	TBD		<ul style="list-style-type: none"> - Kim Mallory/Sue Good will determine reasonable performance target for 2016

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