

**POTENTIAL RECOMMENDATIONS  
DRAFT SUMMARY - September mtg.**

		<b>Administrative Change</b>	<b>Legislative Change</b>	<b>Why?</b>
<b>Group 1: Some Consensus</b>				
<b>3</b>	Implement a regularly scheduled Strategic Planning retreat that engages elected officials and citizens.	Yes	No	Voter participation is only 11% in Allen County elections. A retreat would serve the dual purpose of improving citizen involvement and setting Citizens' Objectives for the Strategic Plan. This would also improve confidence in elected officials, because there is a mechanism in place for citizens to express their priorities.
<b>6</b>	Coordinate employee performance review standards.	Yes	Unsure	Some county units utilize county Human Resources services while others do not. Even if units have their own performance reviews, rather than using those from Human Resources, a coordinated 10,000 foot view across the entire organization is impossible to glean.
<b>2</b>	Adopt a Zero-Based Budget for Allen County.	Yes	No	The current budget process projects the revenues for the year and, based on this, unit budgets are adjusted or kept flat. Each year's budget builds off last year's. Zero-based budgeting brings the budget to zero at the start of each year and every expenditure must be assessed and justified. By adopting a zero-based budget, the County could better coordinate across units to realize efficiencies and savings. Any savings could be redistributed to best proposals for key initiatives/investments, as outlined in the Strategic Plan.
<b>7</b>	Require defined accountability standards for executive (Commission) and legislative officers (Commission and Council) as part of the Strategic Plan	Yes	No	Commissioners are full-time positions in Allen County, Councilmen are part-time positions. Elected representatives must meet the Constitutional requirements of their held position; however, there are no standards for hours worked or participation in specific activities. The Task Force has determined that it would be appropriate for each elected official to develop their own standards. It would be useful, however, for someone to track board-level participation across all units. While a tedious task, it would involve going through archived minutes to tabulate participation.
<b>1</b>	Oversight of Strategic Plan by Commissioners and recommendation of a budget to County Council	Yes	Yes	Commissioners oversee 1/3 of county personnel and budget. They do not have the authority to enforce planning or coordination among the rest of the organization. Effectiveness depends on personalities and goodwill, with varying levels of service standards across county units. Councilmembers are part-time positions and do not have the time to coordinate in addition to the budget process. This would not override Council's fiscal authority in any way.
<b>5</b>	Consider linking employee performance reviews and merit pay to the Commissioners' recommended budget to Council.	Yes	No, contingent on #1	Eighty-percent of costs in Allen County government are associated with personnel. Challenges arise with unique circumstances (e.g. judicial performance) and consistency (e.g. a certain percent of the annual budget must be earmarked to carry out). As one option, 3% could be reserved each year for merit pay with the expectation that managers divvy this up based on performance reviews.

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<b>Group 2: No Consensus</b>				
<b>4</b>	Create a Continuous Improvement Manager position to oversee Strategic Planning and promote accountability and visible reporting.	Yes	No	Even if Council were to request more stringent Strategic Planning as part of the budget process, there is no staff support to ensure planning is effective. This position would bring a systematic approach to evaluation and continuous improvement of governance processes. This position would help track implementation of the plan to promote accountability and visible reporting.
<b>8</b>	Collect burdensome and seemingly unnecessary statutory requirements from each Department, via a Continuous Improvement manager position, and consider appeal to State Legislature.	Yes	Yes	State statute mandates the existence of departments and/or how they operate. A comprehensive review (possibly as part of the Strategic Planning process) would illuminate which areas have a high level of burdensome requirements, which could then be examined for appeal to the Legislature. This could potentially be done by the proposed Continuous Improvement Manager.