

ROAD MAP TO READINESS

1 Identify Issues and Define Plan Elements

- Conduct anonymous employee engagement surveys
- Review survey feedback versus industry trends and updated business practices - *Chapter 1*
- Engage leadership team to discuss survey evaluations and exchange ideas on improvement strategies - *Chapter 2*
- Evaluate organizational structures against efficiency metrics - *Chapter 3*
- Analyze operating budgets and trends to inform initial refinements through organizational structure efficiencies and zero-based budgeting strategies - *Chapter 4*
- Organize capital improvement project budgets through development of fiscally constrained and resource balanced, multi-year capital improvement programs - *Chapter 5*
- Review operational functions against industry best practices and develop initiatives to enhance efficiencies and effectiveness - *Chapter 6 & 7*
- Analyze services and assets for new or enhanced revenue initiatives to create budgetary flexibility - *Chapter 8*

2 Developing Next Steps and Goals

- Report out information to employees on proposed actions related to survey results and baseline efficiency enhancements or agency alignment with updated business practices
- Outline steps necessary to complete transition plans or new policy, practice, or procedure implementations
- Set SMART goals and supporting objectives to address each task or initiative and assign responsible person(s) - *Chapter 9*
- Determine deadlines for each of the targeted goals and objectives, including key milestones, and define the resources that will be needed

3 Measure Progress and Repeat Analyses

- Measure implementation progress against established metrics, and provide status updates to employees periodically or as available
- Report up to senior executives and elected officials and report out to the public on key goal achievements - *Chapter 10*
- Repeat the readiness process every 3 to 5 years