

ITEM 16

ADOPTION OF STRATEGIC PLAN

Executive Summary

On March 5, 2010, Senator Mark DeSaulnier, Chair of the Senate Budget Subcommittee No. 4 requested that the state agencies subject to Subcommittee No 4 hearings; including the Commission on State Mandates (Commission), submit the following information:

- Mission Statement
- Strategic Plan
- Summary of enabling legislation
- Brief summary of who you serve and how many you serve for each of your major programs
- Description of measurements and outcomes you use to define success for each of your major programs

The Commission has not adopted or updated its strategic plan for several years, and recently approved development of a three-year strategic plan as part of the Executive Director's annual work plan. To respond to Senator De Saulnier's request, the Commission adopted an interim strategic plan on March 26, 2010,¹ and submitted it to Subcommittee No. 4.

Staff posted the interim plan on the Commission's website, issued it for public comment, and solicited comments from Commission staff.

On May 10, 2010, Department of Finance submitted comments proposing nonsubstantive technical amendments to the strategic plan.² On May 20, 2010, Commission staff also proposed amendments to the plan. No other comments were received.

Staff made the changes proposed by Department of Finance and staff. Staff also added the following goals to section 4:

- Prioritize pending workload and consolidate claims to the extent possible so that workload is completed as soon as possible.
- Annually review and update the Commission's regulations to make the mandates process more efficient.

These additional goals will also assist the Commission in implementing the recent Bureau of State Audits Report.

¹ Exhibit A.

² Exhibit B.

Staff Recommendation

Staff recommends the Commission adopt the attached Proposed Final Strategic Plan. If the Commission adopts the final plan, staff will submit it to Senate Budget Subcommittee No. 4, and post it on the Commission's website.



Commission on State Mandates

Strategic Plan

January 2010 – December 2012

Mission

The Commission on State Mandates' mission is as follows:

To fairly and impartially hear and determine if local agencies and school districts are entitled to reimbursement for increased costs mandated by the state.

Vision

The Commission on State Mandates' vision statement is as follows:

The Commission on State Mandates implements the most effective and expeditious services and processes to resolve disputes over state-mandated local programs.

Values

As an organization, the Commission on State Mandates adopts the following Statement of Core Values:

We act with professionalism, integrity, objectivity, and efficiency in making determinations. We value:

- Parties before the Commission on State Mandates. We consider the views of all parties with objectivity, courtesy, and respect.
- Excellence. We strive to make sound and well-reasoned decisions in a timely manner. We produce our work using innovative tools and techniques to improve our efficiency.
- Ethical Behavior. We demonstrate fair, honest, and ethical behavior.

- A safe and healthy work environment. We believe that physical and mental health is important.
- Teamwork. We, the Commission, urge our staff to function as a team. Staff members are encouraged to develop personally and professionally and to contribute their greatest potential.

Goals and Objectives

1. Caseload

Goal 1.1

Eliminate the test claim and incorrect reduction claim backlog.

Goal 1.2

Complete the caseload within the statutorily-required timeframes.

Goal 1.3

Increase the adoption of reasonable reimbursement methodologies by assisting claimants, Department of Finance, and the State Controller's Office in the development process.

2. Customer Service

Goal 2.1

Implement a new website system for retrieving mandates-related documents via the Commission's website by July 1, 2010.

Goal 2.2

Reduce paper usage by implementing procedures to allow claimants and state agencies to e-file documents by December 31, 2010.

Goal 2.3

Continue conducting annual meetings with claimants and affected state agencies to seek their input on ways to improve the Commission's processes.

3. Learning and Growth

Goal 3.1

Review current staff retention practices and identify and implement improvements that will result in retaining the high quality personnel currently staffing the Commission.

Goal 3.2

Focus on employee development and training by adding and/or updating courses in the Commission's training program.

4. Internal Business Processes

Goal 4.1

Prioritize pending workload and consolidate claims to the extent possible so that workload is completed as soon as possible.

Goal 4.2

Review current division of administrative workload, and if necessary, reassign duties, so that the workload is more evenly distributed.

Goal 4.3

Update, and ensure that staff annually review, all Commission policies and procedures.

Goal 4.4

Annually review and update Commission's regulations to make the mandates process more efficient.

Goal 4.5

Take an active role in seeking ways to lower greenhouse gas emissions by recycli