



# *The County of El Dorado*

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## *Chief Administrative Office*

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February 8, 2012

TO: Members of the Board of Supervisors  
FROM: Terri Daly  
RE: Update on Strategic Investment Team Progress

The Strategic Investment Teams that were initiated in November have been meeting to make progress toward our investment goals of maximizing our efficiency in use of all taxpayer dollars. To recap, we developed six Strategic Investment Teams, as follows:

- HR Investment Team, headed by Child Support Services Director Laura Roth
- IT Investment Team, headed by Assessor Karl Weiland
- Risk Management Investment Team, headed by Supervisor Ron Briggs
- Facilities Investment Team, headed by Supervisor John Knight
- Economic Development Investment Team, headed by Supervisor John Knight
- Department Accountability Investment Team, headed by Chief Probation Officer Greg Sly

The purpose of the Strategic Investment Teams is to:

- To spearhead investments in certain areas of County operations that will result in lower costs, increased revenue, increased efficiency, or increased levels of service;
- To make recommendations to the Board of Supervisors regarding which investments to make;
- To provide input to the Board of Supervisors regarding trade-offs between investments;
- To nudge action toward these investment projects that are outside normal operations.
- To account for the investment, monitor the activities and follow-up on results.

The first major deliverable from each of these Teams is an overall plan of projects to tackle over the next five years and prioritizing of those projects. Attachment #1 provides the initial draft of the list of projects. Since this is a major strategic effort for the County, it is essential that this overarching

plan be thoroughly analyzed and confirmed, and yet, at the same time, be flexible and adaptable to changing economic conditions. Thus I don't want to rush this phase of the effort. Each team will continue to develop the lists of projects and priorities. The result of these initial efforts will be a County-wide list of strategic priorities with financial estimates of investment required and savings expected.

The remaining attachments to this memo are the initial reports from the Strategic Investment Team Leaders regarding the efforts and progress of each team.

In addition to these efforts, the CAO office is working on methods of measuring our success in these investment areas. We are trying to find the balance between analyzing significant measurements and having realistic snapshots of our progress. We will return next month with our recommendations.

This is an exciting – and anxiety provoking – time for the County. While we are exploring the investment opportunities for the next five years, we must remain cautious and conservative in our budgeting and expenditures. We must find the balance between our investment needs and responsible budgeting and expenditure decisions for ongoing service delivery. Our mid-year budget update scheduled for February 28<sup>th</sup> will provide a better handle on our current budget situation. In the meantime, we will focus on the original guiding principals of the Strategic Investment Strategy:

- Limit Government
- Invest Wisely
- Be Flexible and Ready to Act

Thank you for your consideration.

# Attachment #1

Proposed Major Investment Areas  
 Last updated: February 9, 2012

Investment Area	Possible projects	Team Leader	Team	Go Live Date
Human Resources	<ul style="list-style-type: none"> <li>● Personnel policies update</li> <li>● Hiring procedures</li> <li>● Disciplinary procedures</li> <li>● Staff training &amp; mentoring</li> <li>● Executive mgmt selection</li> <li>● Extra help procedures</li> <li>● Labor relations/contracts</li> </ul>	Laura Roth	Daniel Nielson Norma Santiago Karl Knobelauch	Year 2
Risk Management	<ul style="list-style-type: none"> <li>● Assessment &amp; management</li> <li>● Proactive training programs</li> </ul>	Ron Briggs	Kim Kerr Rick Briner	Years 2
Department Accountability & Culture	<ul style="list-style-type: none"> <li>● Develop measurements</li> <li>● Improved standards</li> <li>● Reduced duplication</li> </ul>	Greg Sly	Geri Silva Jack Sweeney Joe Harn Jeanne Amos Mike Applegarth	Year 1-5
IT	<ul style="list-style-type: none"> <li>● Legistar upgrade</li> <li>● Email</li> <li>● HR/Payroll system</li> <li>● DA/PD system</li> <li>● Enterprise system</li> <li>● Land mgmt system</li> <li>● Property tax system</li> <li>● Dept records storage</li> </ul>	Karl Weiland	Vern Pierson Kelly Webb Terri Knowlton Roger Trout	Year 3-4
Facilities & Real Property	<ul style="list-style-type: none"> <li>● Property management</li> <li>● Update facilities plan</li> </ul>	John Knight	Russ Fackryl	Year 1-2
Economic Development	<ul style="list-style-type: none"> <li>● Proactive business attraction</li> <li>● Improved processes for land use</li> <li>● Business retention efforts</li> <li>● Improved coordination</li> </ul>	John Knight	Cherie Raffety John Knight Roger Trout	Year 1-5

## **HR Investment Team Status and Progress from 11/28/11 to 1/9/12**

*Members: Laura Roth (chair), Norma Santiago, Karl Knoblauch*

*Associate members: Terri Daly, Daniel Nielsen*

**Meeting dates: 12/8/11, 12/12/11, 12/21/11, 1/4/12 and 1/6/12**

On **12/8/11**, the HR Investment team kicked off their effort and responsibility with the documentation of where HR is and where it needs to be. Many goals and objectives were listed. Survey to be done to set a benchmark for where the Department is now. Projects listed as first steps include Personnel and Policy manual update, Hiring procedures, Discipline procedures, Training and mentoring, Executive management selection, Extra help procedures and Labor relations/ contracts revision. Clarification from the CAO received that determined this committee will be utilized as a governing group, capable of making and recommending decisions. First steps were determined to be developing survey for HR staff, Department heads and eventually all employees, completing Investment team CAO questions and recommendation of IT improvements.

On **12/12/11**, the team assembled and completed the CAO's problem and objective questions. Submitted same on 12/15/11.

On **12/21/11**, the team once again met and Karl recommended we preview a recruitment tool he has been looking into that would greatly improve the way applications and recruitment/hiring is handled in EDC. Plans were made to preview the tool, secure funding and approval to purchase. Also discussed were the plans to reorganize HR, discussions on training, extra help procedures, obtaining a survey sample from Amador county. Tasks were created for the members.

On **1/4/12**, the team met and discussed next steps (including a 1/6 demo) with NEOGOV, Karl assigned staff to work on survey project, Terri requested training on "having the difficult conversation" training, and a plan to roll out the Extra help procedures at the 1/27 Department head meeting. Also at the Department head meeting, will share "Leadership academy" application process opening, survey upcoming, information about the new recruitment tool NEOGOV and an update on what this and the HR action team are doing.

On **1/6/12**, team members observed a demo of NEOGOV. Plans to acquire and implement NEO GOV are on fast track- to go to Board for approval on 1/24. NEOGOV also has a performance evaluation component. HR to obtain samples and pricing of that component and preview at the 1/23 HR Investment team's next meeting. At that meeting, Martha will review Extra Help procedures with the team members, in prep for roll out to Dept Heads at 1/27 Dept head meeting. Aiming towards a 4/2 go-

live date on NEOGOV, the group disused the timeline for implementation. Different members of HR were tasked with processes involved with implementation, and it was decided that a subgroup of users would be created to support HR going forward. HR Investment team tasked with oversight and decision points that come up through the "as is" "to be" review.

Next meeting 1/23/12 8:00 am CAO conf room.



Theresa Daly &lt;theresa.daly@edcgov.us&gt;

## HR Investment Team update due 1/20/12

1 message

Laura Roth &lt;laura.roth@edcgov.us&gt;

Fri, Jan 20, 2012 at 6:09 PM

To: Terri Daly &lt;theresa.daly@edcgov.us&gt;

Cc: Karl Knobelauch &lt;karl.knobelauch@edcgov.us&gt;, Norma Santiago &lt;norma.santiago@edcgov.us&gt;, Daniel L Nielson &lt;daniel.nielson@edcgov.us&gt;

Chair: Laura Roth, members Norma Santiago and Karl Knobelauch. Associate members Terri Daly and Daniel Nielsen.

The HR Investment team has been very busy with the following projects:

1. In an effort to improve the quality of applicants for employment in El Dorado County, and in an effort to streamline HR processing of applications, the HR investment team is pursuing a software upgrade to its current application program. "Neogov" is coming before the Board on 1/31 for approval to purchase. **Neogov** also supports an employee evaluation program that far surpasses the current "home grown" program, and implementation of that upgrade not only supports goals and objectives of the HR investment team, but also those of the Department Accountability team. Meetings with bargaining units are being conducted to solicit input and approval. **Go live target date: April 2, 2012.**
2. The HR investment team is in the final stages of distributing the new "**Extra Help**" **procedures**. The procedures will be delivered to the Department Heads at their monthly meeting on **January 27, 2012**, and training on those new procedures is slated for February.
3. In an effort to simplify access to important policies and procedures, a project is underway to **create a PDF of all MOU's, County personnel and compensation ordinances**. Project should be complete by **February 10, 2012**. This will allow county staff the ability to search electronically for policies embedded in these documents, as well as properly insert amendments thereafter.
4. A **survey of current HR employees** was conducted in an effort to solicit from those staff their concerns, suggestions and overall satisfaction of their department. **Completed January 15, 2012.**
5. A **survey for all Department heads** has been created and will be sent on **February 1, 2012**, inquiring as to satisfaction and suggestions for improving HR services in this County. This effort should set a benchmark from which improvement can be measured.
6. HR staff are looking into a **Countywide survey for all employees** to complete, aimed at capturing a countywide satisfaction benchmark, and individual recommendations for improving HR and personnel service. Target delivery date **Mid February**.
7. Training is being secured by Liebert and Cassidy to include supervisor, manager and executive training on "**Having the difficult discussions**". This training is anticipated to improve supervisor-employee relations, encourage accountability discussions, and minimize bullying and complaints by line staff. Training was recommended by Local 1 and is support by the HR investment team. Target date for delivery- **Early march**.

Hope I captured everything. If not, let me know or feel free to add. Have a good weekend.

Laura D. Roth

Director, Child Support Services

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**Investment Area:** Risk Management

**Last Updated:** January 9, 2012

**Team Leader:** Ron Briggs

**State the problem and the objective of the investment area.**

**(What are we trying to do with these investment projects?)**

- Reduce overall costs of risk-related issues
- Reduce risk exposure to the County with improved management of risks
- Develop a better understanding of all areas of risk and costs to County

**What are the projects for this investment area?**

Review hiring standards	1
Train Dept Heads in Risk	2
Monthly report to BOS on claims settlements	1
Establish cost of progress and measure effectiveness of efforts	1
Review pre-employment screening policies & procedures	1
Review disability mgmt policies & procedures	2
Review leave mgmt policies & procedures	2
Develop long-term health benefits strategy	3
Wellness programs	
Labor Contracts	
Relationship with Marshall	
Research "in lieu of" pay	
Review mandatory training program--status, administration	1
Evaluate safety training program	1
Evaluate EEO/complaints investigations, improve	1
Review IIPP and update, as needed	2
Review job descriptions for essential functions, physical req'ts	1

**Timeline in implementing the projects**

Initiate projects in years 1-2.

**Estimated Budget (Expenditures; Expected savings/revenues; Expected Return on Investment)**

Initial investment is primarily in staff time.

**What resources does the team need immediately?**

Risk Manager (currently in process of being hired).

**How does this team interact with other teams?**

Mostly with HR, in staffing areas.

**Recommendation on next steps**

Review claims reports on a monthly basis to identify potential areas of concern.

January 20, 2012

**Investment Area:** Department Accountability and Culture

**Team Leader:** Greg Sly

**Team:** Jack Sweeney, Joe Harn, Terri Daly, Karl Knoblauch, Gerri Silva, Jeanne Amos, Mike Applegarth, Greg Sly

**Project Environment and Stakeholders:**

The Board of Supervisors is requesting review, recommendations and action plans to address and improve **accountability** for department heads / departments as well as improve overall **culture** for County operations and the experiences each citizen has when working with County departments and services. Stakeholders include the Board, elected officials, administrators and department Heads, all county managers and staff, citizens, volunteers, contractors, and collaborative partners.

**Project Scope:**

Define accountability both as an action and as a result. Provide recommendations to improve accountability to our citizens, hold county departments and staff accountable for the work and services provided, and provide the tools, direction and support to assist department heads and staff in achieving accountability.

Define culture (shared belief system of values and processes within an organization; generally appropriate ways to think and act; shared beliefs, values and norms that shape behavior), evaluate El Dorado County's current culture, identify culture improvements and recommendations to achieve such improvements.

**Projects:**

Original listed projects:

Develop measurements, improved standards, reduced duplication, and organizational effectiveness

Committee suggested additions to "projects":

Develop written expectations for department heads, review department head evaluation process and make recommendations if improvement is warranted; evaluate barriers to accountability and positive culture and areas within County operations that need improvement in order for department heads to be successful for the County.



### **Priorities:**

- Create written expectations for appointed department heads
- Review and revise department head evaluation process
- Review El Dorado County Personnel Management Resolution
- Review County administration of the EDC Discrimination, Harassment and Retaliation Policy
- Develop Achievement Assessment Process to support expectations and standards compliance
- Review ED County statements of Mission and Core Values
- Review HR support for department heads (currently in progress)
- Review Risk Management support for department heads (currently in progress)
- Review County Counsel role related to department heads
- Review selection process for appointed department heads
- Review Fiscal responsibility standards for department heads
- Evaluate citizen and employee input regarding County culture and needed improvements
- Evaluate recruitment, retention and compensation as it effects accountability and culture
- Evaluate training needs to support leadership development related to findings
- Highlight areas of excellence

### **What to achieve:**

- Improved culture, accountability and accessibility to citizens
- ED County as good place to work where good work is achieved
- Improved customer service
- Increased productivity, accuracy, and consistency
- Reduced duplication
- Instill pride in our workforce and a workforce that is proud of their work / contributions
- Departments helping departments
- Elected helping departments and departments meeting elected expectations
- Team / Cooperation / Collaboration
- Up to date, effective and affordable operations
- Positive and effective dispute resolution
- Improved communication
- Recruitment, support, and retention of qualified department heads

### **Timeline:**

Research and review is in progress at this time. (three committee meetings and two committee leader meetings already completed)

Recommendations for initial improvements of HR, Risk Management and Facilities management were reviewed by Board of Supervisors during week of December 19, 2011.

Partner investment committees (HR and Risk) working concurrently.

Present Board of Supervisors with report of findings by June 30, 2012.

Policy / procedure / documents updates by December 31, 2012

Training improvements and training delivery by June 2013.

Achievement Assessment Process developed and placed in practice during / by the end of FY 2012/2013.

**Budget:**

Most of the work of this committee will be accomplished by exempt management / department heads and elected officials with no additional net county cost.

Investment cost areas will include improvements to HR, Risk Management and County Counsel estimated to be one million dollars annually, beginning FY 2012/2013.

Unknown cost related to IT improvements and training.

Savings for each department once HR, Risk, County Counsel and IT operations are fully supportive and effective will be substantial, offsetting the cost of improvements listed.

**Recommendation on Action:**

Full support by Board of Supervisors, elected officials, and County departments of the Department Accountability and Culture Investment Committee in its mission to evaluate and point out what needs to improve in County operations, recommendations for addressing improvements, and funding to support the investments so that the return on investments can occur at the same time County service improves for our citizens.

Implement identified projects and priorities.

Note: It is a difficult task to point out deficiencies, but an important task integral to County success. Equally important is to point out what is working well and celebrate and support the positive.

## IT Strategic Investment Team

### Goals and Objectives

There are several compelling reasons for El Dorado County to upgrade and replace the major components of IT software infrastructure:

- 1) Vendor support has or will decline or cease, as in the case of Lotus Notes.
- 2) Providers may be acquired and service discontinued, as in the case of our automated employment application system.
- 3) A declining base of users may make future support uncertain and therefore make it imperative to plan now for transition to a replacement product, as in the case of FAMIS group of programs.
- 4) There may be new computer processing technologies available that the existing system can't incorporate or require expensive patching or workarounds.
- 5) Incompatibility may arise between previously compatible programs.
- 6) The county needs to eliminate costly shadow systems initially developed as a work around. A lot of time and effort goes into duplicative time tracking for State, Federal and grant funding. Transfers of data from one system to another often involve labor intensive data entry and expensive documentation to satisfy internal or external audit demands
- 7) Like all industries, new software enhancements often contain programmed obsolescence that necessitates upgrading the entire package, which we may not have not purchased and as a result, cost benefit analysis reveals that significant upgrades are necessary.
- 8) Legacy language programmers may be harder and harder to locate and train, as in the Property System.

On the positive side,

- 1) Hardware or software maintenance costs may be reduced by embracing new technology, as in cloud based systems.
- 2) Upgrading may extend existing ability or effectively address a reduction of staff.
- 3) Additional capability may generate additional savings as data analysis becomes easier and more available.
- 4) Advances in software design and program ability provide ways to either do the same job with fewer people, or do more work with the existing amount of people.

So for all of these reasons, a multiyear program to upgrade major /Information Technology/software components is prudent management.

Because this undertaking will span several years, budgets, election cycles and administrations, the strategic investment team is focusing its efforts on developing a framework with the goal of providing long range continuity. Projects and timelines have been developed and prioritized. The framework will:

- 1) Provide guidance and direction to insure that each project follows sound principles of project management.
- 2) Insure that the project leadership develops and builds internal support and consensus among users.
- 3) Insure that county leadership maintains an open honest and regular communication on project status with the Board of Supervisors and the public.

The framework itself is still being developed but will consist of benchmarks and internal coordination protocols among project participants, stakeholders and agencies/departments along with communication formats for reports to the Board of Supervisors and the public.

**Investment Area: Facilities**

**Last Updated: December 15, 2011**

**Team Leader: John R. Knight**

**State the problem and the objective of the investment area.**

The county does not have an inventory of all leased and fee property under its control and does not have a list a differed maintaince or schedule of what needs to be replaced or repaired. The county could be wasting funds for leased property or on utility costs

**What are the projects for this investment area?**

There has been an initial contact made to a property management company that, with the proper direction help the county reduces facility costs.

**Timeline in implementing the projects**

This company could be on line by first quarter on 2012.

**Estimated Budget (Expenditures; Expected savings/revenues; Expected Return on Investment)**

To be determined, the property management company could pay for its self.

**What resources does the team need immediatly?**

None at this time.

**How does this team interact with other teams?**

None at this time.

**Recommendation on next steps**

Develop a scope of work for the property management for the initial phase and see what they believe the cost saving could be.