Proposed Major Investment Areas
November 10, 2011

Investment Area	Possible projects	Team Leader		Go Live Date
Human Resources	● Personnel policies update ● Hiring procedures ● Disciplinary procedures ● Staff training & mentoring ● Executive mgmt selection ● Extra help procedures ● Labor relations/contracts	Laura Roth	Daniel Nielson Norma Santiago Karl Knobelauch	Year 2
Risk Management	● Assessment & management ● Proactive training programs	Ron Briggs	Kim Kerr Rick Briner	Years 2
Department Accountability & Culture	● Develop measurements ● Improved standards ● Reduced duplication	Greg Sly	Gerri Silva Karl Weiland Jeanne Amos Jim Ware Suzanne Allen de Sanchez	Year?
IT	● Legistar upgrade ● Email ● HR/Payroll system ● DA/PD system ● Enterprise system ● Land mgmt system ● Property tax system ● Dept records storage	Karl Weiland	Vern Pierson Kelly Webb Terri Knowlton Roger Trout	Year 3-4
Facilities & Real Property	● Property management ● Update facilities plan	John Knight	Russ Fackryl	Year 1-2
Economic Development	● Proactive business attraction ● Improved processes for land use ● Business retention efforts ● Improved coordination	Joe Harn	Cherie Raffety John Knight Roger Trout	Year ?

The following notes are taken from the easel boards of the meeting and represent ideas offered.

First tasks of team leaders:
1) Big picture project plan
2) How does this team relate/interact with other groups?
3) Who is on the team?
4) Key resources identified
   a. Internal
   b. External
5) Next steps

General schedule
- December: Bring output of this meeting to Board of supervisors
- January: Team leaders report in with budget update.

Team leader role:
Lead
Do the right thing.

Things to do next:
- Standard project management format
- We have started the culture change
- Report to the Board monthly
    June in the biggest report
- Change agenda to strategy update
- Marketing tool
- Encourage involvement by others
- Employees need to feel safe and comfortable in going to meetings
- Employee involvement employee communications

Evaluation criteria for projects:

- Financial component
  - -- revenue function
    - Property/sales tax
    - Fees/fines evaluation component
    - Leveraging opportunities
  - --Cost savings
    - Improve department productivity
    - Process streamlining
- Timing the investment
- Cost avoidance—fix it before it breaks
- Does it promote community well-being, public safety (2)
- Scope of the impact for the County
- What are the dependencies (2)
- Employee morale (2)
- Less public complaints
- create efficiency
- Does it support County mission
- Do we need external support
- Who will benefit
- Cost of doing nothing
- Impact on staffing levels
- Better customer service
- What are the milestones
- Scope of impact
- Cost savings or not
- Milestones established and regularly reported to BOS

- What is our payback period
- What is the cost and corresponding benefits
  - Financial
  - Incidental/ancillary

- Public benefit (assessed with employee/County)
- Is it specific
    - Dollar
    - By department
- Cost vs return on projects—how does it affect the 5-year savings?
- Can we use existing resources (staff etc) more "bang for the buck"
    - e.g., policies and procedures which would have savings in less lawsuits/grievances
- Urgency of project—will it cost more if we don't do something right away?
- Relationship to public/employee health and safety
- Importance of task
- Cost effectiveness
- Relative impact of project
- Timeliness to accomplish
- How does the project affect the county's financial outlook? (deficit reduction)
    - --cost/benefit analysis
    - --timeline—balance short term and long term returns
    - Does project have associated ongoing costs (maintenance?)
    - Is the return/impact measureable?
- Service Impacts
    - --number of departments affected/benefitting
    - --number of citizens affected/benefitting
- Efficiencies created
    - --making sure efficiency in one area doesn't inadvertently create inefficiencies in other areas.