



# *The County of El Dorado*

---

## *Chief Administrative Office*

---

330 Fair Lane  
Placerville, CA 95667-4197

*Terri Daly*  
*Chief Administrative Officer*

*Phone (530) 621-5530*  
*Fax (530) 626-5730*

November 8, 2011

TO: Members of the Board of Supervisors  
Department Heads

FROM: Terri Daly

RE: 2011-2016 Investment Strategy Planning Meeting  
11:00 am to 4:00 pm  
Smith Flat House  
2021 Smith Flat Road, Placerville CA

In September, the Board of Supervisors gave conceptual approval to the Investment Strategy. The Investment Strategy is designed to update and upgrade our organizational infrastructure in order to reap significant future operational savings. We are investing wisely in order to be more efficient and limit growth in personnel count and find more efficiency for every tax dollar spent.

As a management team, we have developed a list of investment projects for consideration in recent functional group meetings. The list of county-wide projects is attached. In addition to these county-wide projects, there may be additional projects that primarily impact a single department or functional group. Those projects may be considered for investment over the coming five years but are not included in this list.

This is a list of potential projects. For each of these projects, the next step is to develop a detailed plan that outlines the estimated cost of the project, the implementation steps, the expected savings or increased revenue and each department's role in the implementation and cost savings. The project plan will require approval by the management team and the Board of Supervisors before proceeding with that project.

At Thursday's meeting (November 10<sup>th</sup>), I hope to take the next steps in the Investment Strategy. The purpose of this meeting is to arrive at a consensus staff-level plan which will come back to a December Board of Supervisors meeting for public input, tweaking and adoption. The proposed agenda for Thursday's meeting is as follows:

**Introduction** of our Facilitator for the day, Shannon Lowery. After a successful career as a consultant with Deloitte and Touche, Shannon was the key force in establishing the Amador Community Foundation, where she served as Executive Director. A long-time resident of the County of El Dorado, Shannon now is investing in a local not-for-profit by services as its CFO and Board member. Shannon has effectively facilitated hundreds of meetings and is adept at bringing strong personalities to consensus.

**Prioritizing Investments.** We will take the results from the three functional groups and meld those priorities into one investment schedule for the management group.

**Lunch** will be provided on site for the management team.

**Investment Priorities:** What priorities are we going to use to make future decisions on which investments to make? What standard questions do we need to answer for every project?

**Measuring success:** How do we know we're making progress?

The outcome of this meeting will be taken to a regular Board of Supervisors meet for public input and further consideration before adoption.

Attached to this memo are materials which will help frame the discussions. If there is additional information you would like for the discussion on Thursday, please let me know.

I'm looking forward to Thursday's discussion as a way of solidifying our commitment as a management team to successful implementation of these investment projects. Our internal infrastructure has deteriorated. We have a lot of work to do—not because anyone did anything wrong or made any bad decisions. We were making the best decisions we could over the past five years to get through these terrible economic times. But now we do have an opportunity to make good decisions to implement projects that will serve the County well in the long run.

Thank you for your participation this Thursday. I appreciate your support and action.