Q1 Should the county adopt a formal IT System Change Management process led by an IT Change Advisory Committee (similar to or hybrid of IT Exec or FE Core Group) that is chaired by the County Administrative Office. The Nov. 5, 2018, CPS Study recommended that the county form such a Board (I opted for committee). This advisory committee would discuss and approve all significant system changes prior to their deployment and would preside over system operations and maintenance. Its meeting should be semi-weekly, with a formal agenda at each meeting that states the purpose of each meeting. A charter for this group should be developed to recognize that this committee does not exist to control or regulate all system changes but to give advance notice of countywide system changes and allow full discussion around any changes that may impact other users.This could span to software purchases and reduce the duplication of same or like software purchases. Initial costs would consist of staff time. Cost savings would include avoiding making software purchases, add-ons or upgrades in a silo. Avoid duplication of effort for software purchases that perform same or like functions, encouraging purchases of software meeting the needs of multiple departments, save time in vetting multiple products that perform same or like functions, savings in IT Security review, avoid purchases of software not fully implemented or not implemented at all. Assist in prioritizing implementation of software and/or projects. Avoid "emergency" projects that pull resources preventing completion of other projects.

Answered: 18   Skipped: 1
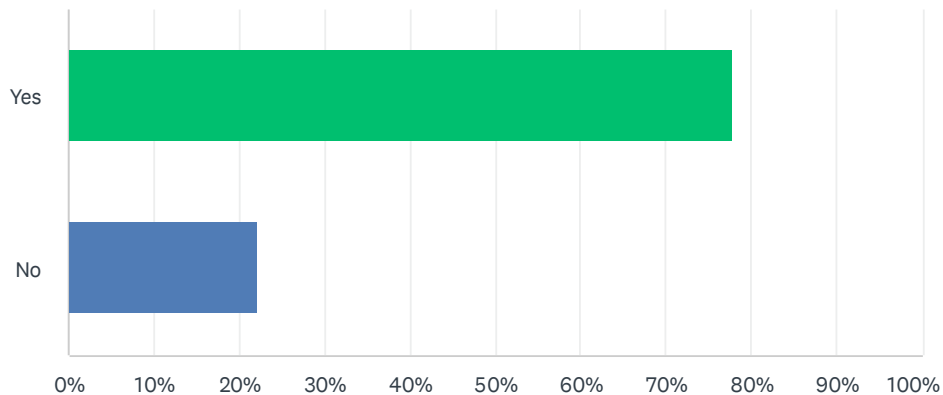
ANSWER CHOICES	RESPONSES	
Yes	77.78%	14
No	22.22%	4
TOTAL		18

Q2 How would you rank implementation of the following software solutions?The initial cost of Employee On-Line and Laser Fiche is staff time; Grant Management and Time and Attendance is unknown as software has not been selected.The options below will benefit the county in staff time and standardize workflows once implemented.Efficiencies could be realized through the centralization and standardization of grant management software and Laser Fiche will benefit from workflow in the routing of forms/documents. A reduction in staff time for processing time and attendance and Employee Online will save in staff time as individuals will be able to update their information, pull their own direct deposit receipts, and more.All of the options will save in staff time of multiple departments.

Answered: 18   Skipped: 1
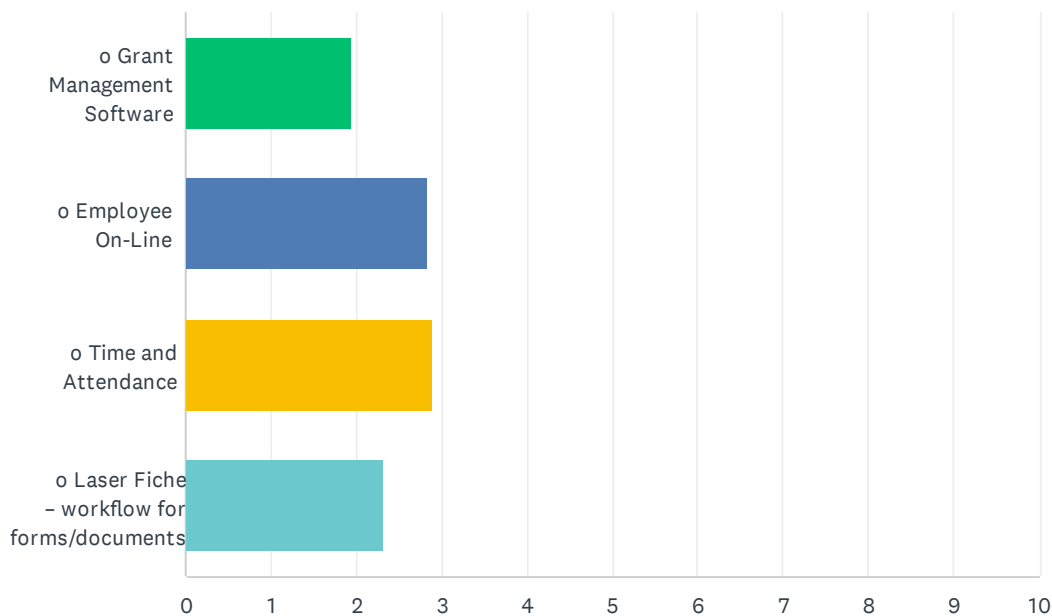
	1	2	3	4	TOTAL	SCORE
o Grant Management Software	11.11% 2	16.67% 3	27.78% 5	44.44% 8	18	1.94
o Employee On-Line	33.33% 6	33.33% 6	16.67% 3	16.67% 3	18	2.83
o Time and Attendance	38.89% 7	22.22% 4	27.78% 5	11.11% 2	18	2.89
o Laser Fiche – workflow for forms/documents	16.67% 3	27.78% 5	27.78% 5	27.78% 5	18	2.33

Q3 How would you prioritize the Laser Fiche Forms/Document Routing requests?The Nov. 5, 2018, CPS Study recommended that the county commission a PPAF sub-process team to document and standardize a best practice for this workflow, and to create any necessary procedures, templates, and instructional materials to ensure that this best practice is followed. This survey addressed many areas of needed improvement to workflow including and not limited to HR, Payroll, Purchasing and Accounts Payable. Prioritizing the development of the following workflows would help in commissioning committees to work on the different topic areas to ensure we make workflows that meet the needs of departments rather than creating workflows in silos. Cost savings should be realized in staff time once completed and standardize workflows, documentation and procedures are created.Efficiencies will be from reduced paperwork and physical storage space, faster processing with automated routing to appropriate individuals or departments. Improved accuracy with built-in validation checks which reduces errors that can occur with manual data entry. Enhanced tracking with real-time status which helps to identify bottlenecks. Streamlined approval process with automated routing. Integration with existing systems allowing seamless data exchange and reducing the need for double entry.

Answered: 15   Skipped: 4
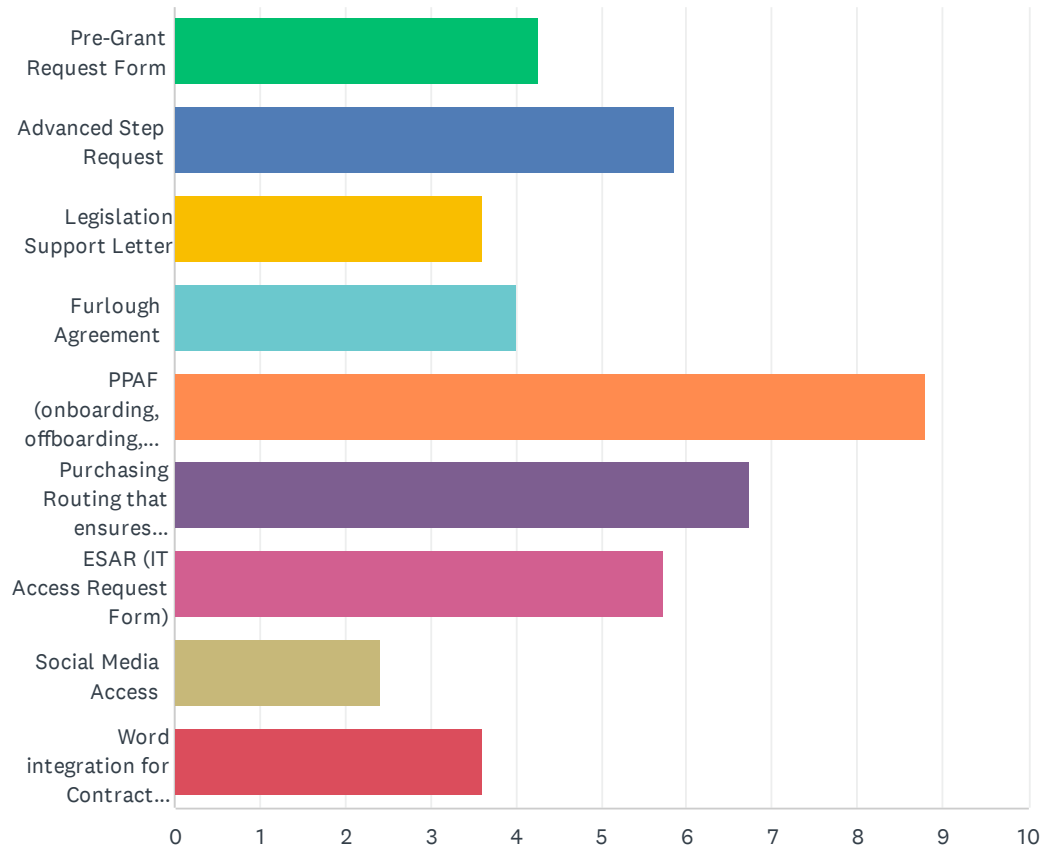
	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Pre-Grant Request Form	0.00% 0	6.67% 1	13.33% 2	6.67% 1	13.33% 2	20.00% 3	20.00% 3	13.33% 2	6.67% 1	15	4.27
Advanced Step Request	0.00% 0	13.33% 2	20.00% 3	40.00% 6	13.33% 2	6.67% 1	0.00% 0	0.00% 0	6.67% 1	15	5.87
Legislation Support Letter	0.00% 0	0.00% 0	0.00% 0	13.33% 2	20.00% 3	6.67% 1	40.00% 6	13.33% 2	6.67% 1	15	3.60
Furlough Agreement	0.00% 0	6.67% 1	6.67% 1	0.00% 0	26.67% 4	20.00% 3	13.33% 2	20.00% 3	6.67% 1	15	4.00
PPAF (onboarding, offboarding, address change, transfers)	86.67% 13	6.67% 1	6.67% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	15	8.80
Purchasing Routing that ensures purchases are routed and in line with the Purchasing Policy	13.33% 2	33.33% 5	20.00% 3	6.67% 1	6.67% 1	13.33% 2	6.67% 1	0.00% 0	0.00% 0	15	6.73
ESAR (IT Access Request Form)	0.00% 0	26.67% 4	20.00% 3	26.67% 4	0.00% 0	0.00% 0	6.67% 1	20.00% 3	0.00% 0	15	5.73
Social Media Access	0.00% 0	0.00% 0	0.00% 0	0.00% 0	13.33% 2	20.00% 3	6.67% 1	13.33% 2	46.67% 7	15	2.40
Word integration for Contract Management Module	0.00% 0	6.67% 1	13.33% 2	6.67% 1	6.67% 1	13.33% 2	6.67% 1	20.00% 3	26.67% 4	15	3.60

Q4 Is refining Finance Enterprise workflows a priority? If so, please rank the following Finance Enterprise workflows.The Nov. 5, 2018, CPS study recommended improved workflows.Initial costs include staff time and costs savings may be realized by more efficient routing and reduction in duplication of data entry.Efficiencies will be experienced through streamlining workflows leading to more effective processes and thereby reducing time and resources required to complete tasks. These efficiencies can translate into cost savings and increased productivity for the organization. Well-defined workflows can help ensure that financial tasks are completed accurately and consistently. This is critical in finance, where errors can have significant consequences, including financial losses, compliance issues, and damage to reputation. Clear workflows can help identify and mitigate risks more effectively.
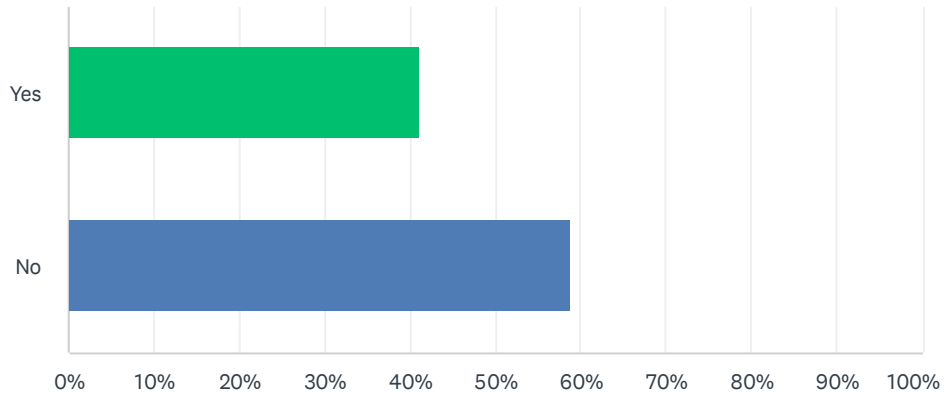
Answered: 15   Skipped: 4
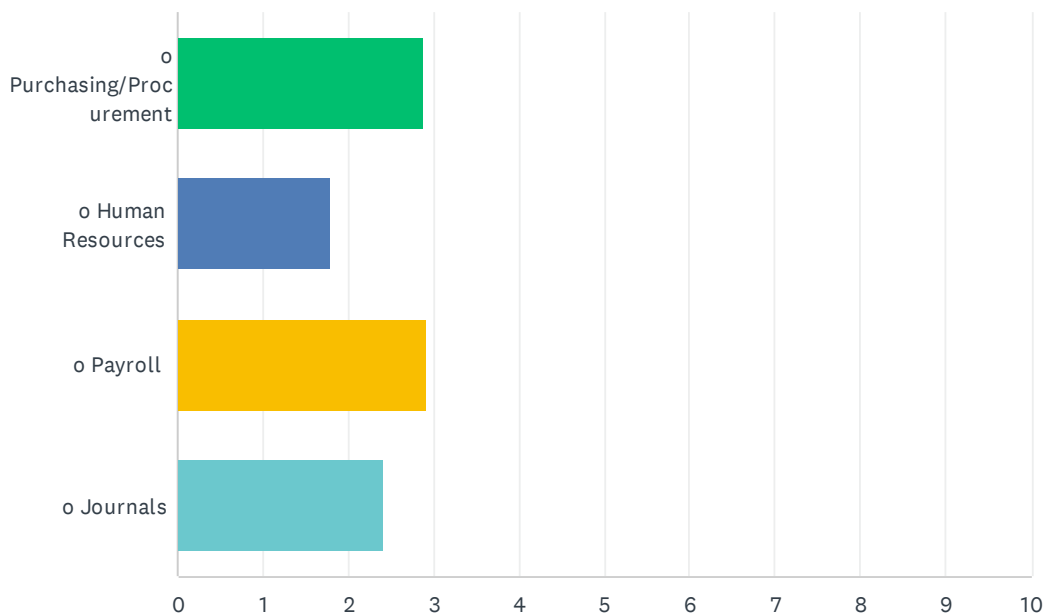
	1	2	3	4	TOTAL	SCORE
o Purchasing/Procurement	40.00% 6	20.00% 3	26.67% 4	13.33% 2	15	2.87
o Human Resources	6.67% 1	13.33% 2	33.33% 5	46.67% 7	15	1.80
o Payroll	26.67% 4	53.33% 8	6.67% 1	13.33% 2	15	2.93
o Journals	26.67% 4	13.33% 2	33.33% 5	26.67% 4	15	2.40

	1	2	3	4	TOTAL	SCORE

Q5 Would you support mandatory furlough?

Answered: 17   Skipped: 2

ANSWER CHOICES	RESPONSES	
Yes	41.18%	7
No	58.82%	10
TOTAL		17

Q6 If you said yes to #5, which furlough option would be most supportive of?

Answered: 7   Skipped: 12
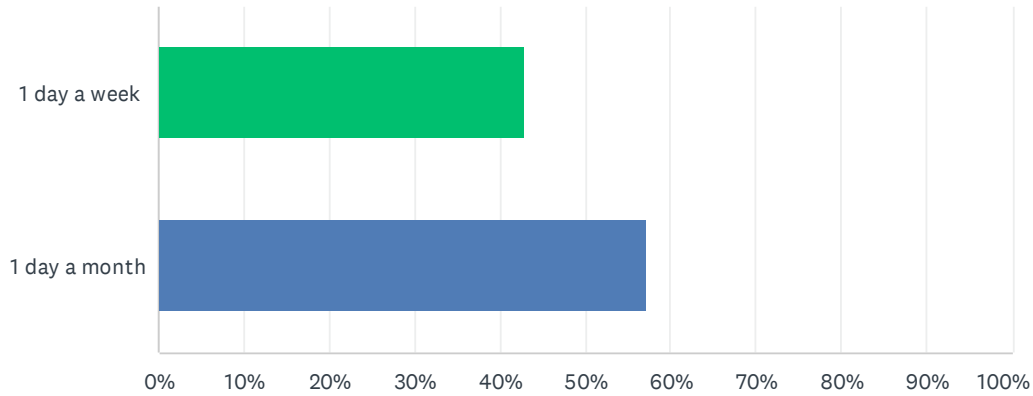
ANSWER CHOICES	RESPONSES	
1 day a week	42.86%	3
1 day a month	57.14%	4
TOTAL		7

Q7 Would you support the closure of offices to the public for staff to focus on workloads?

Answered: 16   Skipped: 3
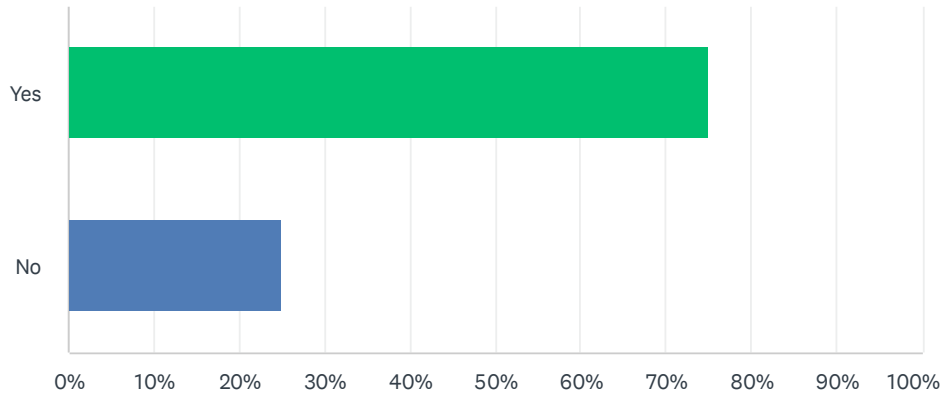
ANSWER CHOICES	RESPONSES	
Yes	75.00%	12
No	25.00%	4
TOTAL		16

Q8 If you answered yes to #7, what public closure would you be most supportive of?

Answered: 13   Skipped: 6
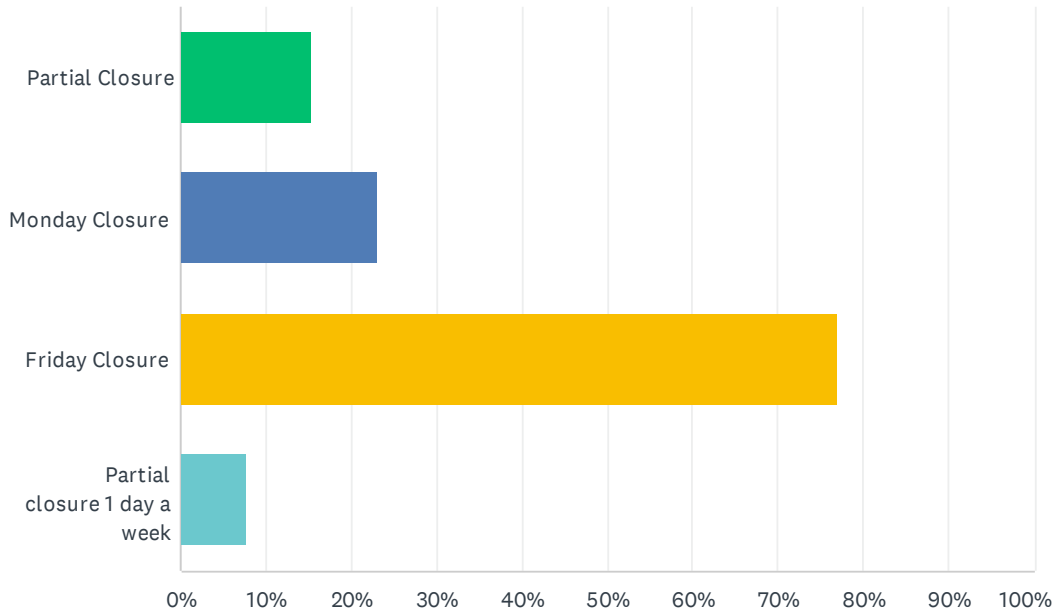
ANSWER CHOICES	RESPONSES	
Partial Closure	15.38%	2
Monday Closure	23.08%	3
Friday Closure	76.92%	10
Partial closure 1 day a week	7.69%	1
Total Respondents: 13		

Q9 Has your department done a cost benefit analysis (formal or informal) of unmandated services in your department? If so,

Answered: 13   Skipped: 6
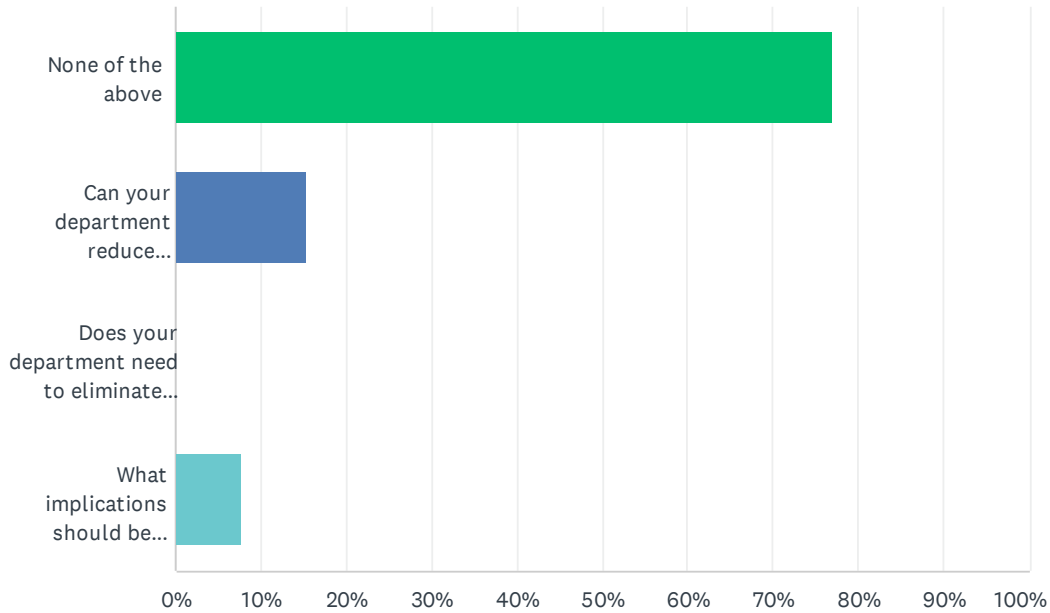
ANSWER CHOICES	RESPONSES	
None of the above	76.92%	10
Can your department reduce unmandated services and still realize a cost savings?	15.38%	2
Does your department need to eliminate the unmandated service to realize a cost savings?	0.00%	0
What implications should be considered by reducing or implementing unmandated services (please include in comments)?	7.69%	1
Total Respondents: 13		

# Q10 Would you support reducing unmandated services over a period of time?

Answered: 15   Skipped: 4
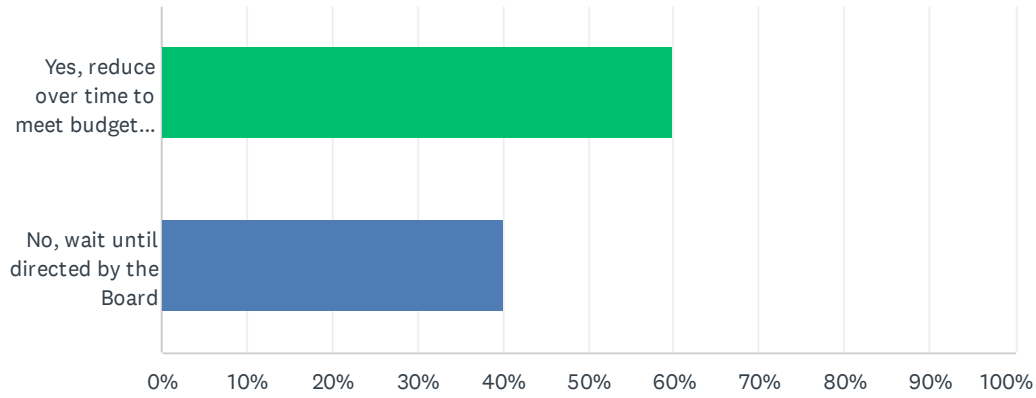
ANSWER CHOICES	RESPONSES	
Yes, reduce over time to meet budget targets	60.00%	9
No, wait until directed by the Board	40.00%	6
TOTAL		15

Q11 Would you prefer to select the unmandated services you eliminate or reduce, provide options to the Board on service reductions or let the Board select the service reduction?

Answered: 15   Skipped: 4
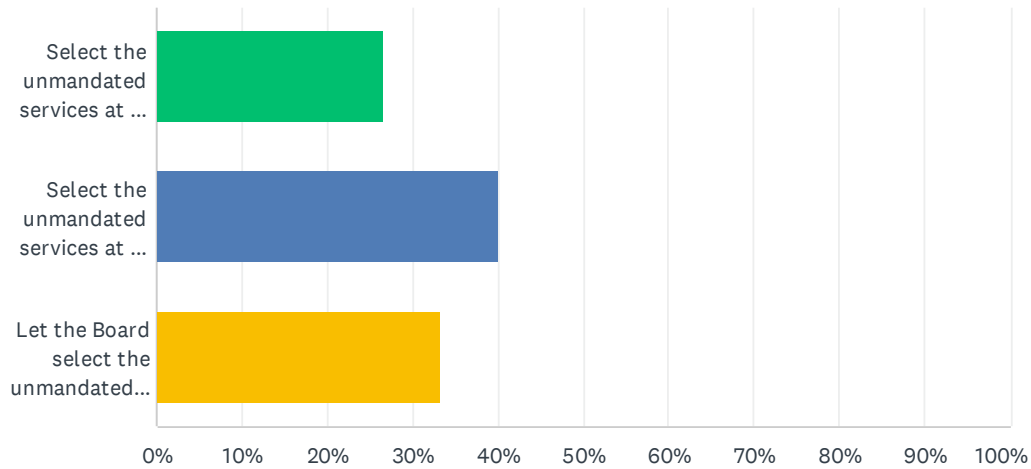
ANSWER CHOICES	RESPONSES	
Select the unmandated services at the department level	26.67%	4
Select the unmandated services at the department level and provide options to the Board on potential service reductions and have the Board provide direction	40.00%	6
Let the Board select the unmandated services and direct staff	33.33%	5
TOTAL		15

Q12 Would your department be willing to deallocate positions through attrition?
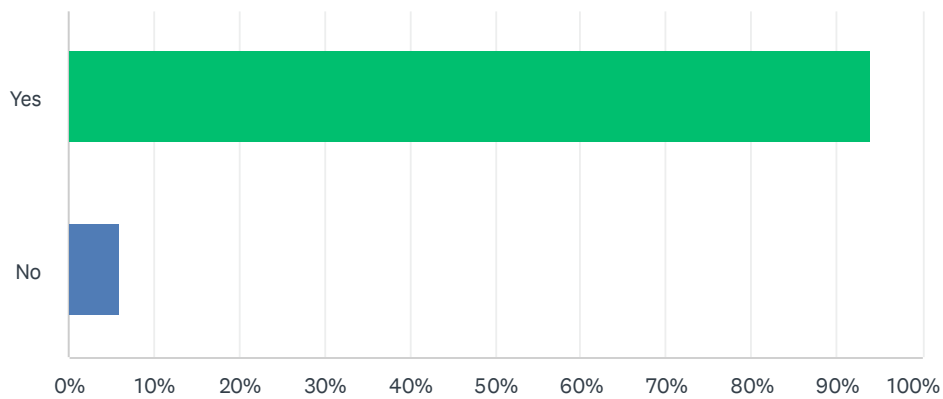
Answered: 14   Skipped: 5
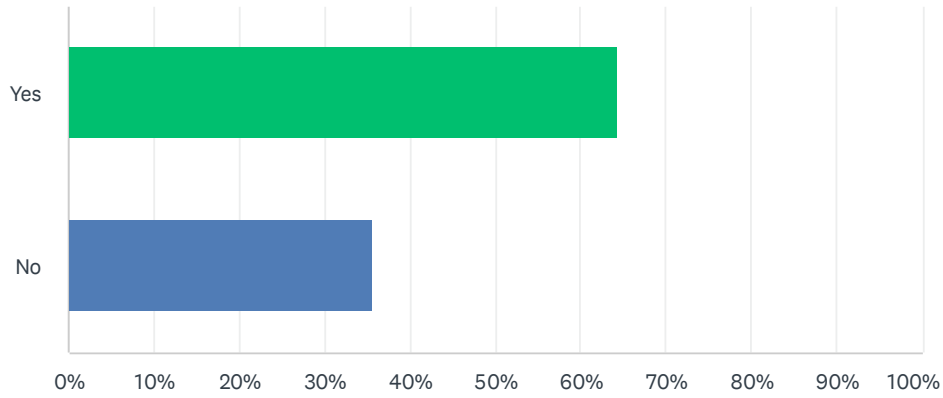
ANSWER CHOICES	RESPONSES	
Yes	64.29%	9
No	35.71%	5
TOTAL		14

Q13 Would you be interested in attending an educational opportunity that focuses on County Departments, services provided, funding sources and what is important to the department?This could occur in a variety of formats. For example, this could occur in a meeting format similar to the Department Head ARGFA meeting, as a piece of the Department Head Meetings over an extend period of time, or with a tour of each department. The format has not been defined at this point. Please include your ideas or preference in the comments.
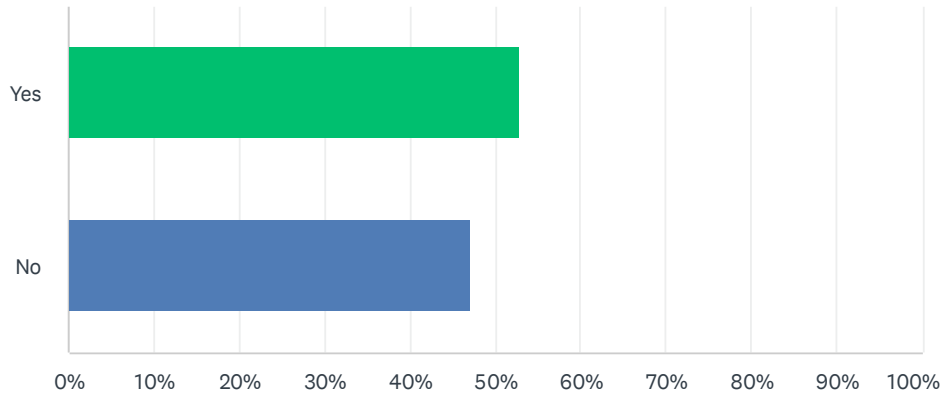
Answered: 17   Skipped: 2

ANSWER CHOICES	RESPONSES	
Yes	94.12%	16
No	5.88%	1
TOTAL		17

Q14 What county policies need to be updated and why?

Answered: 11　　Skipped: 8

Q15 Does your department have an opportunity to increase revenue? If so, how (please add to comment)?

Answered: 17   Skipped: 2

ANSWER CHOICES	RESPONSES	
Yes	52.94%	9
No	47.06%	8
TOTAL		17

Q16 Would you support the creation of a one-stop permitting by co-locating Planning and Building, Public Works Land Use and Environmental Health to one location?Costs would include lease costs for swing space until a building could be built. Lease costs are estimated at $487,800 plus a 5% escalation annually. Additional costs are estimated at $60,000 for a space needs study or this may possibly be performed in-house through Public Works. This movement could create opportunities that include and are not limited to:· Relocating Environmental Health from 100 H Street to newly identified swing space for One-Stop Permitting. · Relocating the current Planning and Building Department and Land Use Division from a county owned building to a temporarily leased building as swing space would be an increased cost. · The vacation of the Planning and Building and Land Use wing of 3015 H Street would allow for demolition of the vacant wing making it available for future planning for a campus complex as identified in the Facilities Master Plan.· The movement of Environmental Health from 100 H Street could create an opportunity for the Public Defender to vacate its current county owned building at 1001 4th Street and relocate to 100 H Street as swing space until its permanent location could be identified. This would be a General Fund increase to rental costs of approximately $131,000 annually with at 3% escalation factor.· With this movement the county owned Public Defender Building and the newly purchased property at 1017 4th Street could be demolished and plans could begin for the design and construction of a new county owned building. Currently the 2020 Finance Plan has $1,175,812 dedicated to a project at this location. · The Deferred Maintenance Fund has $1 million reserved for One-Stop Permitting.
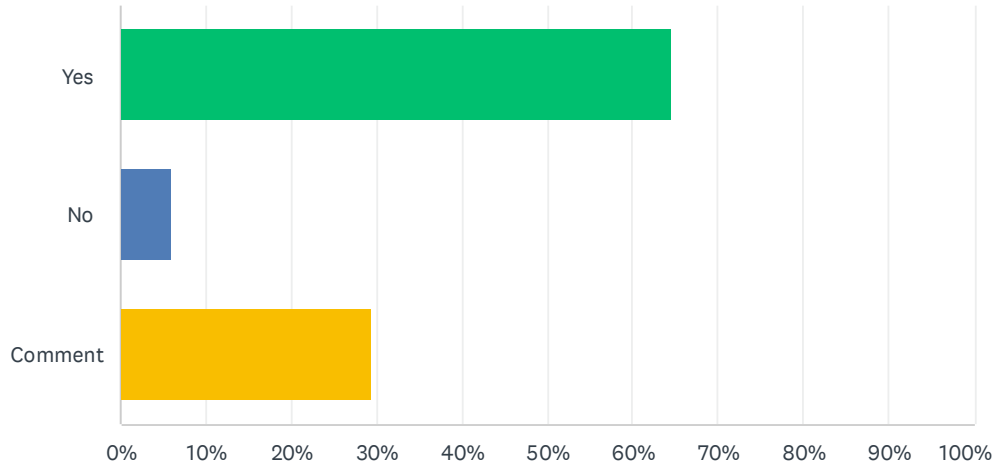
Answered: 16   Skipped: 3
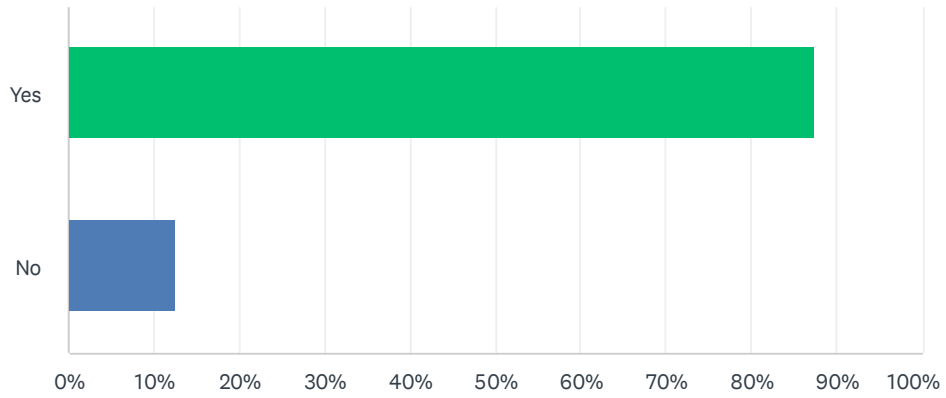
ANSWER CHOICES	RESPONSES	
Yes	87.50%	14
No	12.50%	2
TOTAL		16

Q17 Should the county separate Information Services (IS) from DHHS, Separate Child Support Services' IT, District Attorney IT and Planning and Building IT staff and combine with County Information Technology (IT), making a centralized County IT Department?
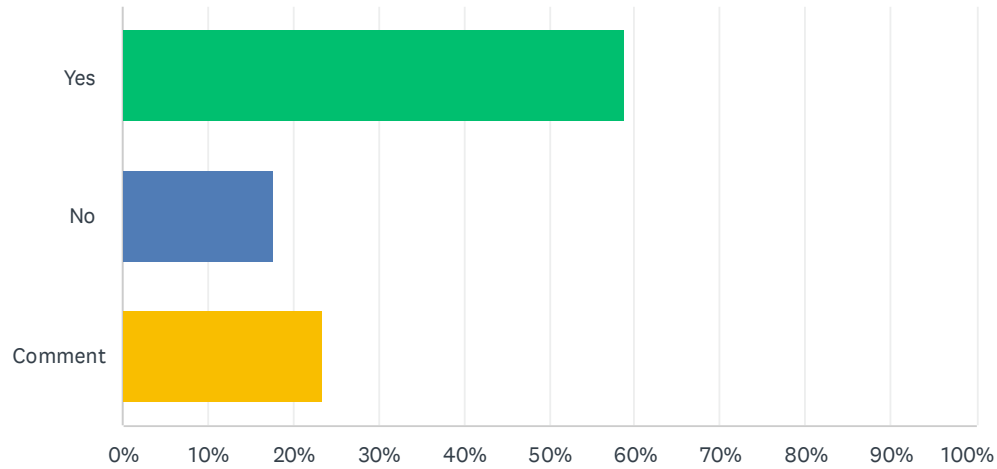
Answered: 17   Skipped: 2

ANSWER CHOICES	RESPONSES	
Yes	64.71%	11
No	5.88%	1
Comment	29.41%	5
TOTAL		17

Q18 Should the county separate IT Information Security from DHHS and combine with the County's IT Information Security?

Answered: 17   Skipped: 2

ANSWER CHOICES	RESPONSES	
Yes	58.82%	10
No	17.65%	3
Comment	23.53%	4
TOTAL		17

Q19 Should the county separate Facilities Management from Public Works and combine with the County Administrative Office (CAO) ADA Team?This option would move the Facilities Management Division of Public Works under the County Administrative Office. There is synergy in this movement as the ADA Compliance Team performs similar functions as Facilities Management's Capital Projects and Building Maintenance.This would decrease General Fund allocations and increase ISF charges as Building Maintenance would become an ISF

Answered: 14   Skipped: 5
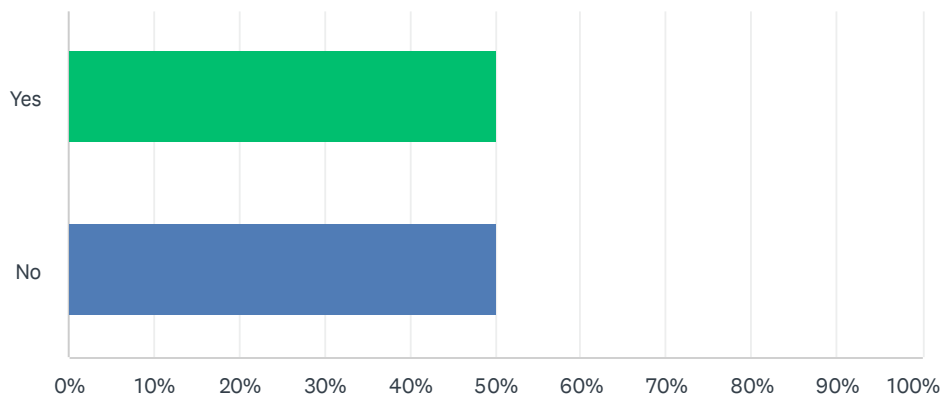
ANSWER CHOICES	RESPONSES	
Yes	50.00%	7
No	50.00%	7
TOTAL		14

Q20 Should the county separate the Facilities Management Division and Fleet Services from Public Works and combine with a re-formed General Services Department; remove Purchasing, Information Technology, Communication and ADA Compliance from the CAO Department and place into the newly formed General Services Department?Departments will see an increase in ISF charges due to Building Maintenance becoming an ISF and the cost of a General Services Department Head. General Fund Contributions would decease due to the creation of a Building Maintenance ISF.

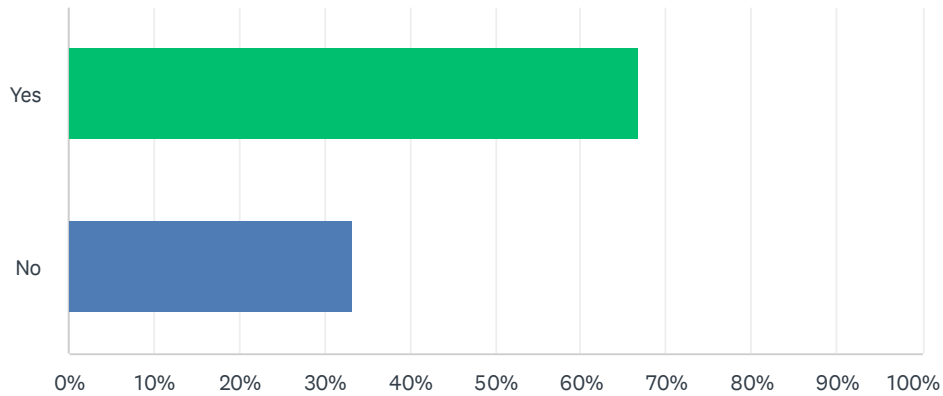Answered: 16   Skipped: 3
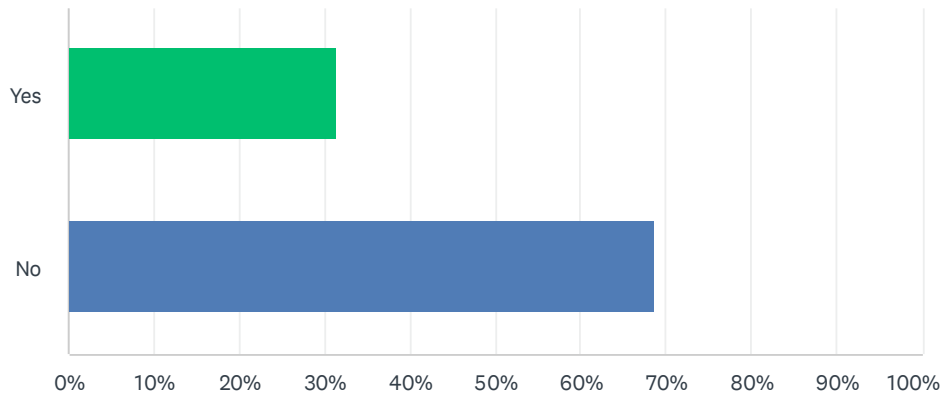
ANSWER CHOICES	RESPONSES	
Yes	31.25%	5
No	68.75%	11
TOTAL		16

Q21 Should the county separate DHHS Procurement from DHHS and combine with County Purchasing? Costs associated with this option would include and is not limited to a class and comp study and creation of a plan to transition.
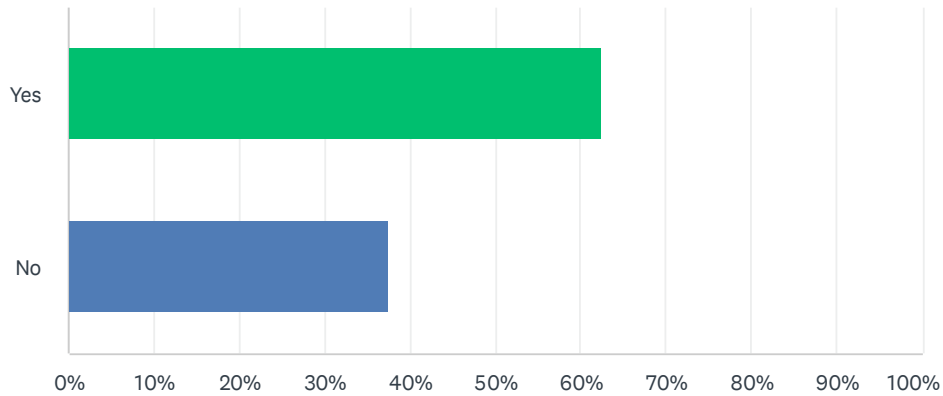
Answered: 15   Skipped: 4

ANSWER CHOICES	RESPONSES	
Yes	66.67%	10
No	33.33%	5
TOTAL		15

Q22 Should the county separate DHHS Fleet Services from DHHS and combine with Public Works Fleet Services? Costs associated with this option would include and is not limited to a class and comp study and creation of a plan to transition.

Answered: 16   Skipped: 3

ANSWER CHOICES	RESPONSES	
Yes	62.50%	10
No	37.50%	6
TOTAL		16

Q23 Should the county separate, after review and analysis of positions, staff that perform major Public Information (PIO) and Legislative functions and combine those positions with the CAO office?Typically, these functions are housed with the CAO or Board of Supervisors.Costs are minimal and may require some class and comp studies.

Answered: 14   Skipped: 5
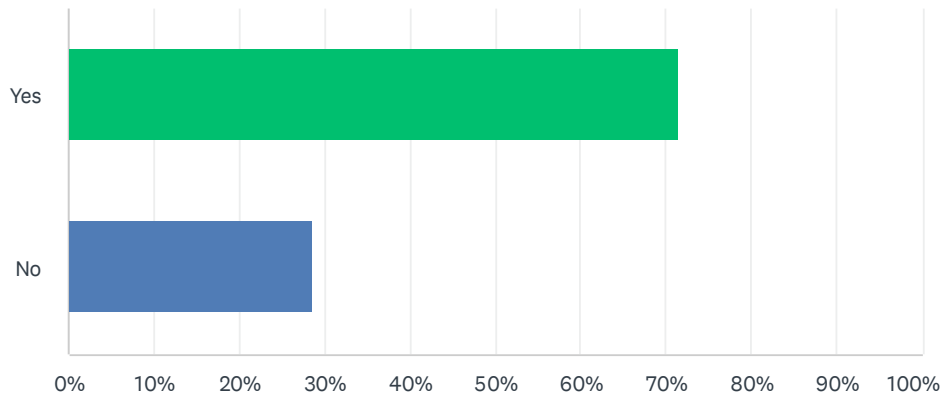
ANSWER CHOICES	RESPONSES	
Yes	71.43%	10
No	28.57%	4
TOTAL		14

Q24 Should the county change the Board of Supervisors reporting structure for appointed Department Heads to a CEO model?Costs are minimal and may involve some class and comp studies.Benefits may include and are not limited to:Department Heads reporting to one individual versus a Board of five. Non-Political leadership, consistency and continuity in leadership, streamlined decision making (responsible for both administrative and policy decisions), accountability as the CEO is directly accountable to the Board, which can enhance transparency and responsiveness to the needs and of the community.

Answered: 16   Skipped: 3
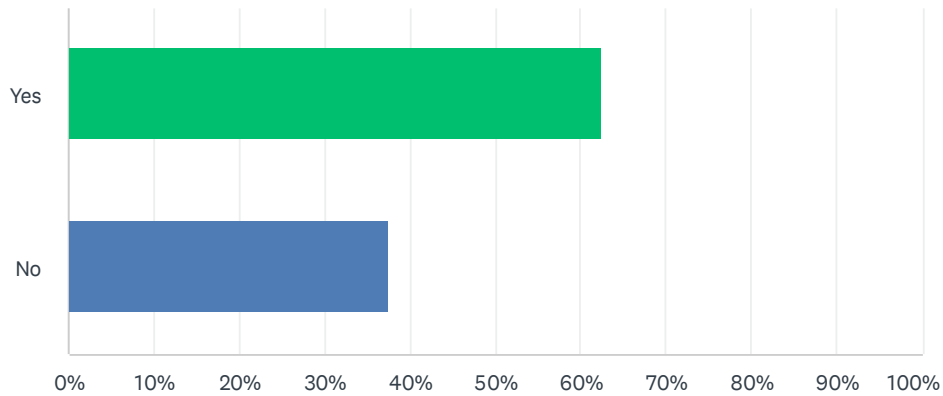
ANSWER CHOICES	RESPONSES	
Yes	62.50%	10
No	37.50%	6
TOTAL		16

Q25 Should the county separate DHHS Employee Services/Payroll functions staff from DHHS and combine with Human Resources and thereby centralizing Human Resources?Costs would be minimal and may include some class and comp studies and a transition plan to centralize Human Resources.

Answered: 17   Skipped: 2
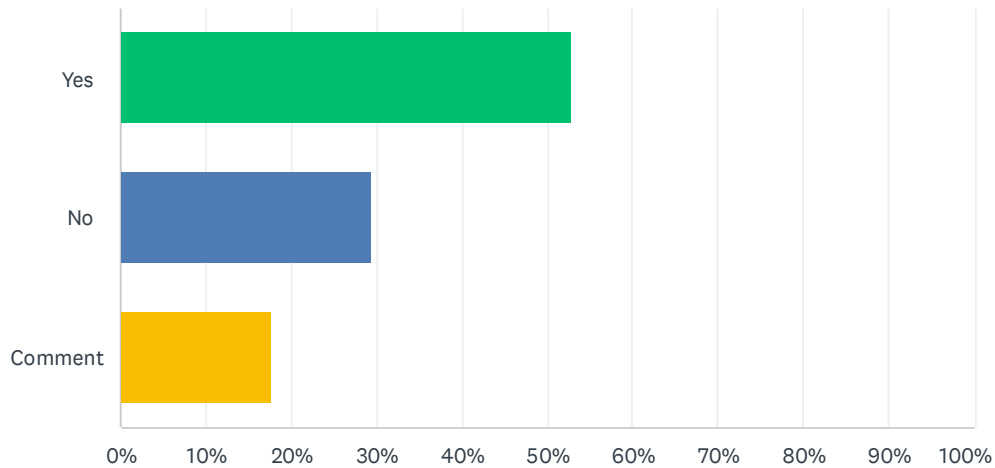
ANSWER CHOICES	RESPONSES	
Yes	52.94%	9
No	29.41%	5
Comment	17.65%	3
TOTAL		17

Q26 Should the county separate the Office of Emergency Services from the Sheriff's Office and create an OES Department?Staffing costs for a Department of Emergency Service is estimated to require additional annual general fund contributions ranging from $105,000 to as much as $711,000 depending on staffing levels and other associated funding.Eventually there may be costs associated with relocating the program from the courthouse basement to a more accessible location for partner agencies and the public.

Answered: 16   Skipped: 3
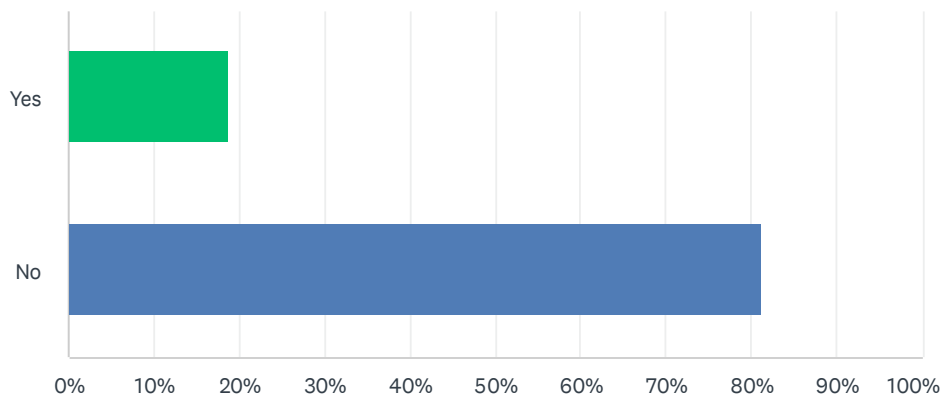
ANSWER CHOICES	RESPONSES	
Yes	18.75%	3
No	81.25%	13
TOTAL		16

Q27 Should the county create a Grant Coordinator position, in the County Administrative Office?The Grant Coordinator would exist to assist county departments with grant management tracking and work with departments and partner agencies in identifying grant opportunities and much more.

Answered: 16   Skipped: 3
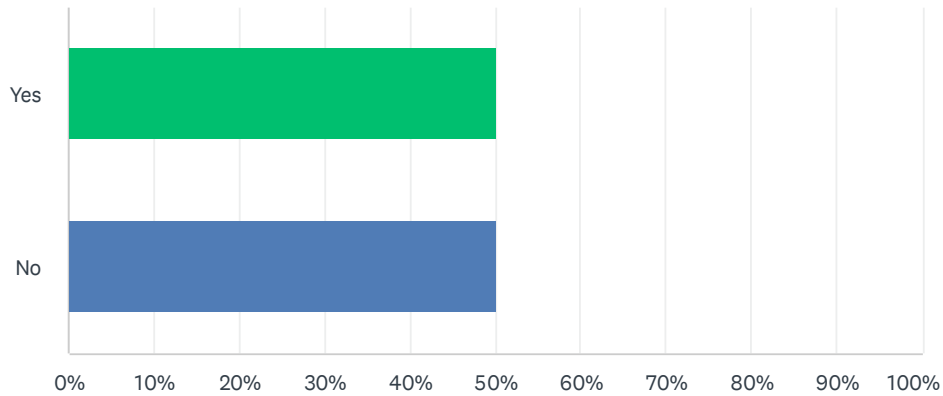
ANSWER CHOICES	RESPONSES	
Yes	50.00%	8
No	50.00%	8
TOTAL		16