



FY2019

Assistant County Manager Work and Performance Plan

MARK FOSTER, COUNTY MANAGER'S OFFICE



Key Initiative #1 -- Countywide Reappraisal, Quality Control, and Communication Strategy

Description:

Effectively schedule, plan and implement the 2019 countywide reappraisal; maintain a quality control process where appraisal, exemption, and appeal procedures are regularly audited by the CAO Quality Assurance team, and consistently monitored for adherence to North Carolina statutes, policies, and laws.

Rationale:

Effectively schedule, plan and implement the 2019 countywide reappraisal, enhance quality control, increase community outreach, strengthen relationships with community leaders, and educate constituents about value assessments.

Completion Date:

The quality control processes, communications, and trainings are ongoing as we prepare for and implement the 2019 Revaluation.

Updates/Project Milestones:

Include the following:

- Maintain and redefine quality control practices to ensure best practices in performance and communication throughout the organization.
- Implement trainings that will ensure employees are proficient with MODRIA Online Customer Dispute Resolution Cloud solution and the newly implemented NCPTS Appeals Module.
- Provide trainings for employees that is customer service focused.
- Review and verify parcels for listing accuracy based on the International Association of Assessing Officers (IAAO) standards.
- Audit the exemption/exclusion applications to ensure eligibility and proper documentation
- Send Sales/Income/Cost Qualification Letters for real property transactions that need further information for qualification/disqualification.
- Collaborate with County Public Information (PI) to schedule community engagement sessions, collect feedback, and participate in media interviews with a goal to meet or exceed 100 sessions leading up to the 2019 Revaluation; advertise and promote MeckReval.gov as an essential source of information for neighborhood information, Schedule of Values, and the upcoming 2019 Revaluation; and utilize the County's social media sites, website and board bulletin as channels for communicating information to commissioners and the general public.
- Promote improved communications by updating and developing brochures and handouts to inform external stakeholders about the countywide revaluation, provide public awareness about the assessment processes, offer an outreach to organizations that serve the elderly and disabled to make sure they are aware of exemptions/exclusion, and advertise how Modria can be used by citizens to review property listings.
- Work with Business Process Management (BPM) to map all processes related to the upcoming revaluation to include the mapping of the informal and formal BER appeals with customer service as a key indicator of success.
- Implement the paperless initiatives that includes: archive scanning, digital MLS, sales reports, SVQ mailings, and shared files.
- Redesign and improve the operational efficiencies within the Business and Personal Property Division.



Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #2 -- Procurement Implementation

Description:

Enhance procurement processes, customer service, communications, reporting, and compliance.

Rationale:

In FY2016 the Procurement Department was established (services previously performed by the City of Charlotte) and a new procurement system (CGI Advantage) was implemented in FY 2017. In FY2019, the Department will leverage the value of procurement by working with key stakeholders on process improvements, and expand procurement awareness, customer service, communications, reporting, and compliance. Elements such as clarifying roles and responsibilities, setting process standards, and effective reporting will increase transparency and accountability.

Completion Date:**Updates/Project Milestones:**

Launch formal IT procurement process improvements initiative working with Information Technology Systems, Asset Facilities Management, and other key stakeholders. Q1

Establish criteria, guidance, and training to support best practice procurement standard processes and procedures for common procurement types to enhance procurement efficiency and customer experience, such as procurement subject to Uniform Guidance and supporting development of departmental strategic procurement plans. Q3

- Preparation of departmental strategic procurement plans Q4

Develop dashboard reporting around procurement processes to identify and address gaps, opportunities for improvement, or efficiencies. Q4

Outcomes/Measures:

- Achievement of milestones identified in IT procurement process improvements
- Development of standards with user tools and training for at least two common procurement types.
- End of year reporting for new or refined standards rolled out, reporting tools, communication plans, and customer feedback.



Key Initiative #3 -- Enhance Enterprise Operations and Resilience

Description:

Strengthen people, processes, and strategic coordination vehicles to enhance enterprise-wide outcomes and improve operational efficiency/effectiveness. This effort will include cross-cutting enterprise support in coordination with departments that leverages enterprise risk management, crisis management, and effective communication and reporting solutions. The effort will focus on analytics to strategic decisions and options, and capacity building through education, coordination, and process improvement to inform proactive, data-driven decision making.

Rationale:

This initiative focuses on building capacity and resilience leveraging existing resources. As the support office that oversees financial management, grants management, capital investments, treasury functions, debt management, and procurement, Finance is uniquely situated to help provide enterprise-wide support and analytics for leadership and Departments. For Finance, it will mean a concentration on analytics to identify and optimize funding needs and resources in collaboration with OMB, education and collaboration with other support offices and Departments, and applying lessons learned in fiscal year 2018 to ensure financial continuity of operations and resiliency in a complex and rapidly changing environment.

Completion Date:

Updates/Project Milestones:

Establish formal partnership and vehicles with Enterprise Support Offices to identify and implement opportunities for improved operations and resilience - Q1

Leverage Enterprise Risk Management Committee to inform enterprise view of risks and opportunities in core business areas, and integrate into planning, budget, and execution activities.

- 1) Update enterprise risk charter and policy - Q2
- 2) Develop and implement framework for communications and integration of enterprise risk management into planning, budget, and execution activities. - Q4

Develop and pilot enterprise-level financial and procurement data reporting such as dashboards, in coordination with other Enterprise Support offices for a county-wide view of key financial and operational performance. - Q4

Develop and implement effective reporting tools and communications for core department functions, such as Grants Management, Capital Investment Plan, quarterly economic updates, and Debt management. - FY20
Work closely with OMB to identify and optimize resource and funding strategies for key strategic goals and county needs. - FY20

Enhance resilience in financial functions, through education and crisis response management and continuation of operations plan updates that reflect lessons learned. - FY20

Outcomes/Measures:

- Enterprise-wide support office formal partnership established (Y/N)



- Develop and implement at least three new reporting capabilities at the enterprise level, and integrate into planning, budget, and execution activities.
- Enhance reporting and communications for at least two core department functions.
- End of year reporting for new or refined processes rolled out, including reporting tools, communication plans, and customer feedback.



Key Initiative #4 -- Consolidate, modernize and enhance financial services and capacity

Description:

Strengthen people and processes within the Department and across the county through training, targeted hiring, business process improvements, and staff engagement to support a "One County, One Finance" culture and facilitate a learning, proactive financial services support function for the county.

Rationale:

With the centralization of finance and procurement management functions in one Department and one location in 2019, there is a great opportunity to streamline, improve coordination, build staff capacity across departments, and take advantage of technology. Efforts in these areas will strengthen financial stewardship and operational effectiveness by building an engaged collaborative culture within the Department and across the county; improving coordination and internal controls; enhancing financial capacity and strong stewardship through engaging and training staff; and streamlining and automating processes to free up more staff time for analytics to support proactive decision-making.

Completion Date:

Updates/Project Milestones:

Build integrated project teams across finance divisions to address core opportunity areas. (Q1)

Develop a "one stop shop" for financial and procurement policies, procedures, and job aids. (Q2)

Develop and maintain a calendar for regular review and improvement of key financial and procurement policies and procedures, job aids, and other resources. (Q2)

Review financial and procurement functions to develop process maps, identify key improvement areas, and opportunities for alignment/enhancement. Q3

Develop a financial and procurement workforce plan that addresses needed skills and competencies, training, partnering, and hiring strategies. Q3

Develop position core competencies and training opportunities to clarify means for advancement in county financial and procurement roles. Q4

Develop and implement a communications policy and plan for the department, to ensure timely and effective communications within the Department and with key stakeholders. (Q4)

Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #5 -- Mature IT Service Organization

Description:

Continue efforts to mature the IT Services organization skills and capabilities within five critical disciplines: Enterprise Architecture, Business Systems Analysis, Software Development, Testing, & IT Service Mgmt.

- Maturity of IT Services Portfolio Management capability maturity
 - Establish capture of business value for Capital (Technology Reserve) Projects
 - Partner with Departments on actual business value (Soft, Hard) of each effort to ensure strategic alignment and goals achieved.
 - Partner with IT Business Operations to define costs driven out of Partner departments budgets
- Enterprise architecture: Establish a data management prime initiative to develop a 'core competency' that is central to achieving "one view of ..."
 - Mature Enterprise Architecture Discipline
- Establish standards and strengthen knowledge / adoption of Business Systems Analysis functional disciplines
 - Strengthen Knowledge / Adoption of Business Systems Analysis Discipline
 - Establish Community of Practice
 - Establish standards
 - Leverage Processes and Tools
- Enhance the SDLC to meet the demands of software development in an 'as-a-service' future
- Standardize Testing as the new norm not an optional practice (minimize service disruptions and seek to eliminate enterprise risks)
- Improve organization's maturity in IT Service Management, architecture and testing to a 'high 3' (current state is L1). This shift is focused on moving from reactive to more proactive service management.
 - Mature IT Service Management (Leverage Leading Service Management Practices)
 - Create Service Design and Transition Team
 - Implement Service Operations Function

Rationale:

- The Future State Requires a Mature ITS Organization

Completion Dates:

Strategy & Planning:

FY19 Q1 – Identify and Collect Application Portfolio Management (APM) Attributes

FY19 Q1 – Baseline KPIs

FY19 Q2 – Q4: Quarterly meetings with Development Directors

FY19 Q2 – Define Application Portfolio Management (APM) Approach & Governance

FY19 Q2 – Q3: Introduce and incorporate "new" SDLC Processes in Business Systems Analyst & Technical



Project Managers day to day work structure

FY19 Q3 – Update Cherwell with Application Portfolio Information (Proof of Concept)

FY19 Q3 – Agile Methodology Training for Business Systems Analysts Team

FY19 Q4 – Project Management training for Technical Project Management Team

FY19 Q4 – Technical Project Managers obtain Project Management Professional (PMP) Certification

IT Quality Services:

FY19 Q1 – Inventory Regression Test Suites for each domain

FY19 Q1 – Inventory Test Environments for each domain

FY19 Q3 – Onboard ALM/Quality Center

FY19 Q4 – Identifying and evaluating additional Test Automation Tools

FY19 Q4 – Evaluating Performance Testing Tools

FY19 Q4 – Develop Test Automation Framework

FY19 Q4 – Creating additional Operational/Tactical KPIs

FY19 Q4 – Develop Test Data Management Strategy and Buildout Framework

IT Service Management:

FY19 Q1 – Complete remediation actions for internal audit recommendations for Change Management process

FY19 Q1 – Update Standard Operating Procedures (SOP) for Major Incident/Problem Management

FY19 Q1 – Disaster Recovery – Update ITS COOP

FY19 Q1 – Update Knowledge Article template in Cherwell

FY19 Q2 – Disaster Recovery – Add/Update ITS Section to Department COOPs

FY19 Q1 – Q4: Implement Customer Service Best Practices & Department Engagement (i.e. Call Monitoring, Quarterly Meetings w/Departments, etc.)

FY19 Q2 – Q4: Expand/Baseline KPIs for IT Service Desk and Desktop Support & Deployment

FY19 Q2 – Q4: Develop Event Management and Major Incident/Problem Management Framework

FY19 Q2 – Q3: Build out Knowledge Management Framework

FY19 Q4 – Evaluate Cherwell as overall Knowledge Management System

IT Continuous Improvement Initiatives:

FY19 Q1 – Q2: Updating Software Development Lifecycle (SDLC)

Updates/Project Milestones:

Establish a Process Excellence team structure chaired by an IT division director.

IT division director will facilitate teams efforts to closely examine the IT Services Systems Development Life cycle methodology and processes seeking continuous improvement.

Additional focus on fundamental ITIL Service Management practice mature. Initial areas of focus are Change Management, Incident & Problem Management, as well as proactive customer service engagement.

Hold frequent (weekly, monthly, quarter) working meetings as well as overall IT Services update meetings to align staff with areas of focus as well as progress.

Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #6 -- Secure Business Platform

Description:

Providing the County a reliable and Secure Business Platform will require changes in infrastructure, recovery capabilities, solution delivery, testing practices and support services.

Continue efforts to address enterprise IT security priorities:

- Policy Management & Prevention
 - Records Request/eDiscovery
- Security Incident & Event Management System (SIEM) Replacement
 - Threat Detection
 - Event Management
- Increase Data Loss Prevention
 - Data in Motion
 - Data at Rest
- Consolidation & Rationalization of Data Environments
 - Implement Network Segmentation
 - Database Consolidation
- Streamline and Simplify Datacenter Infrastructure
 - Hyper-Convergence
 - Server Virtualization

Rationale:

- Develop application and IT infrastructure recovery plans on a common understanding of essential functions supporting county services
- Secure data and system operations from malicious intrusion and unauthorized use
- Establish executable disaster recovery capabilities
- 'Harden' the IT infrastructure against malicious attack, catastrophic mistakes or natural disasters

Updates/Project Milestones:

Policy & Prevention: Current State: Manual, error prone process. Target State: Enable the organization, redaction & publication of requested information Project: eDiscovery Target Goals: Live: Q1 initial implementation. FY19: Q3 Completion (Text)

End-Point User: Current State: Aging Infrastructure Target State: Stability, Reliability, Security & Business Continuity: 1/4 of enterprise PC technology refresh Project: FY19 Evergreen Project Target Goals: FY19 Q1 – Q4

End-Point User: Current State: County-wide Communications at risk due to end-of-life radio equipment Target State: Replace equipment with new, modern technology that will supports over 1500 Paid and Volunteer Staff at MEDIC, County Fire, and Fire Marshal Offices Project: Motorola Radio Replacement Project Target Goal: FY19 Q2



End-Point User & Security Operations: Current State: Does Not Exist Target State: Implementation of Meck County physical security command center Project: Meck County Security Force Radio Project Target Goals: FY19 Q3

Security Operations & Monitoring Response: Current State: Unprotected Environment - Limited visibility into activities across the network that could help us mitigate our threat exposure. Target State: Provide real-time analysis of security alerts (potential threats) generated by applications and network hardware Project: SIEM Tool Replacement - Target Goals: Live: Q2 initial implementation FY19: Continued integration of various data sources

Security Operations & Monitoring Response: Current State: Unprotected Environment Target State: This software will limit the level of vulnerabilities and unknown presence inside our network. HIPAA and PCI compliance require that we scan our entire network for vulnerabilities. Project: Vulnerability Scanning Licenses Target Goals: Rollout: Phased deployment. Target completion by Q4 FY19

Security Operations & Monitoring Response-Prevention: Current State: Fragmented asset mgmt. solution Target State: Gain visibility, compliance, and control of County-wide IT assets. Project: Asset Management System Implementation Target Goals: Live: Q3 initial implementation FY19: Continued integration of County-wide data sources

Network: Current State: Unprotected Environment -unmanaged connections through the wall outlets or wireless for staff, public or guest. Target State: Protect against unauthorized network access: Apply and enforce access policies across all access points to the County's network. Project: Network Access Controller Target Goals: Initial implementation Q1 FY2019 and phased rollout over next 5 years

Network: Current State: County Service Interruption Risk. End-of-Life & End-of-Service infrastructure jeopardizes network reliability & security. Target State: Stability, Reliability, Security & Business Continuity: Replace aging, end-of-life switch / router equipment Project: Network Evergreen Refresh Target Goals: Initial implementation Q1 FY2019 and phased rollout over next 5 years – 20% replacement goal for FY19

Network: Current State: Old End-of-Life Analog VHF/UHF Pager Repeater System Target State: Replace with New Digital Network Infrastructure Located at 6 Tower Sites - Added to LEC (Law Enforcement Center) and Belhaven to expand coverage Project: VHF/UHF Pager Replacement Target Goals: FY19 Q2

Application: Current State: Unprotected Environment. Target State: Hack Attack Prevention: Leading practice to deterred unauthorized system access by verify the user's identity for a login or other transaction Project: Multi factor Authentication Target Goals: Q3 2019 Completion

Application – Prevention (Asset MGT): Current State: Service Interruption/Unprotected Environment - Lack of an SCCM platform decreases ability to push security patches, standard images. Target State: Enables administrators to manage the deployment and security of devices and applications across an enterprise. Building block for Asset Mgmt. Project: SCCM Re-engineer Target Goals: FY19 Q2



Application: Current State: Business continuity risk Target State: Full redundant off-site (cloud) disaster recovery solution addressing material business continuity gap. Project: PeopleSoft DR Test with Oracle Cloud Target Goals: FY19 Q3

Application: Current State: Exposed secret keys Target State: Encryption of configuration files to protect application passwords Project: Secret Key Management (Azure Key Vault) Target Goals: FY19 Q3

Application: Current State: Security vulnerabilities Target State: Upgrade to win2016 standards Project: Upgrade domain to win2016 functional level Target Goals: FY19 Q3

Application: – Ops and Monitoring Current State: Reactive support Target State: Provides real-time application & network performance monitoring. Allows us to be proactive rather than reactive to network outages & application service Project: Consolidate Network and Apps versions of Monitoring Solutions Target Goals: FY19 Q3 – Q4

Data: Current State: Lack of Recoverability and Redundancy / Service Interruption. End of Life, Complex, Slow, No Encryption, No Cloud. Target: Encryption, Speed, Simplicity, Cloud backup Project: Enterprise Backup & Recovery Appliance Target Goals: Live: Q3 initial implementation FY19: Continued integration of various data sources

Data: Current State: Unprotected Environment - Erroneous accounts in active directory can result in potential intrusions and numerous Internal Audit Compliance concerns. Target State: Active Directory (AD) controls who has access to applications and servers across the network. There are a significant number of improvements needed for our AD to be effective in managing user access. Project: AD Best Practices Target Goals: FY19 Q4

Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #7 -- Develop an IT Services culture that fosters engaged and productive team member

Description:

IT team & Culture Associate Engagement & Productivity

- Shift from Implementation to Realization of IT Operating Model. Clarify with focus on individual engagement and empowerment (Good to Great: freedom within the framework)
- Implement consistent competencies and set expectations at each level within Job Families
- Instill a culture of "One IT"
- Continue to promote a working environment that embraces learning & lean continuous process improvement (Kaizen) ethos in how we get our work done
- Ensure every associate has an individual development

Rationale:

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

Completion Date:

Updates/Project Milestones:

- Q1: FY19 Work Plan Communication and individual employee linkage
- Quarterly Event(s): e.g. Implementation of additional employee feedback & "open dialogue" opportunities for all IT staff
- Quarterly Event(s): e.g. Increased team safety preparedness and action steps
- Quarterly Event(s): e.g. Launch and reinforce "Servant Leadership" mindset with managers and leaders
- Improvements in employee climate survey scores over a multiyear horizon

FY19 Q1/Q2 –FY19 Work Plan Communication and individual employee linkage

Quarterly Event(s): e.g. Implementation of additional employee feedback & "open dialogue" opportunities for all IT staff

Quarterly Event(s): e.g. Increased team safety preparedness and action steps

Quarterly Event(s): e.g. Launch and reinforce "Servant Leadership" mindset with managers and leaders

FY19 Q4 –Improvements in employee climate survey scores over a multiyear horizon

Munch & Learn Series

- August: Collective Leadership Team
- September: ITS Process Excellence – SDLC
- October: Employee Climate
- November: ITS COOP & Incident Response Plans
- December: None
- January: Equity & Inclusion
- February: Safety
- March: Safety



Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #8 -- Utilization of Tax Foreclosed Property for Affordable Housing

Description:

Partner with organizations and other government agencies to use foreclosed property for affordable housing purposes. This will be accomplished by partnering with organizations, such as non-profits, and other governmental agencies whose clients meet specific income and housing need criteria to acquire and transfer property to meet housing needs using the foreclosure process. This is an experimental pilot program.

Rationale:

The foreclosure strategy presents a unique opportunity to partner with organizations and agencies to use foreclosed property for affordable housing. The County is empowered by law to take actions for the purpose of providing affordable housing to people in need of it.

Completion Date:

The building of the affordable housing initiative framework will be completed by the end of Q4 FY 2019.

Updates/Project Milestones:

- Q1: Finalize Strategy and Funding Source
- Q2: Define Qualifying and Screening Criteria
- Q3: Craft Grant Agreement and Deed Restriction Terms and Documents
- Q4: Develop Governing Board Processes and Procedures
- Q4: Seek Legal Review and Approval of Policies and Documents
- Q4: Draft and Implement a Communications Plan
- Q4: Develop and Launch Web Pages
- Q4: Develop Program Measures, Tracking Mechanisms, and Reports
- Q4: Develop and Execute an Implementation Plan

Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #9 -- Crisis Management

Description:

Assist in the creation of the Enterprise-wide Crisis Management Plan.

Rationale:

A crisis is an event or series of events that put public safety at risk, disrupt critical services, or demonstrate an override of fiduciary or ethical controls. How the County addresses a crisis has a direct bearing on public trust. Therefore, a crisis management plan is a critical tool for senior leadership to exercise control and coordination to (1) inform the public and set expectations; (2) minimize damage and disruption; and (3) make critical short-term and strategic decisions during times of crisis.

To address the lack of a formal crisis management plan, the County contracted iParametrics to create a Strategic Crisis Management and Response Plan. The creation of this plan will allow the County to react in a proactive and consistent manner in the face of an emergency. The plan will focus on interoperability of the County's Departments, and will build upon the existing COOP plans to create capacity for long-term response. The plan will serve as a guide for the County Manager and executive leadership to respond to a crisis event that would negatively affect the county's reputation, financial security, or ability to operate efficiently and effectively.

This project will establish a Crisis Planning Team of internal employees, conduct a risk review of the County, and host workshops to determine the needs of the County.

The end goal will be to create a flexible internal crisis plan and provide interactive trainings to County employees.

Completion Date:

Efforts to be completed by June 2019.

Updates/Project Milestones:

- Establish an internal Crisis Planning Team – Q1
- Conduct risk review of the County- including individual Departments – Q1
 - Review current County policies and procedures and document a gap analysis
- Hold Crisis Planning Workshop #1 – Q2
- Create Draft of the Crisis Plan – Q2
- Finish Draft Plan and gain ET approval – Q2
- Create Final Strategic Crisis Management and Response Plan – Q2
- iParametrics to conduct training and table-top exercise – Q3

Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #10 -- Enterprise Risk Management

Description:

Establishing a mature ERM program has been identified as a corporate initiative. To continue to expand ERM, the risk management process needs to be strengthened through executive training and goal setting, the implementation of an ERM framework, and linkage to the strategic planning process.

Mecklenburg County serves over 1 million citizens; many with critical daily needs. In emergencies, the county must keep employees safe, effectively communicate, and have tactical plans for business continuity. These plans and procedures must be current and tested.

Rationale:

Mecklenburg County recognizes that risks are inherent in its delivery of required government services. Effective identification and management of these risks through strategy, planning, and risk mitigation is a critical part of serving its residents. If risks are ignored, critical services could be impacted.

Completion Date:

FY2019

Updates/Project Milestones:

Establish Top-Level ERM Goals and Objectives: Qtr. 2

- ERM training session with external consultant for executing team to provide:
 - Clarity of ERM definition and practices
 - ET consensus on ERM Objectives and Outcomes and ERM Committee Role
 - ERM Staffing Decision

COOP Training – Full Cabinet: Qtr. 2

Create new ERM Policy & Framework Document: Qtr. 2

- Presentation to Audit Review Committee – Qtr. 3

Link revised ERM objectives and expected outcomes to FY20 – 23 Strategic Planning Process – Qtr. 3

- Cabinet-level ERM training – Qtr. 4

Outcomes/Measures:

Successful achievement of established updates and project milestones.



Leadership Competencies

Strategic Thinking

Formulating vision into actions

- Builds, communicates, and promotes a shared, long-term vision
- Formulates strategies, objectives and priorities, and implements plans consistent with the vision
- Identifies key issues based on logical assumptions, facts and data
- Capitalizes on opportunities and manages risks
- Understands the interdependency of the working, structure and culture of the organization as well as the social and economic issues/trends affecting the organization

Executive Excellence

Optimizing talent management and financial health

- Attracts, develops, engages, and retains people
- Creates a learning culture that encourages accountability by providing ongoing feedback and opportunities for continual learning for self, employees and teams
- Assesses short-term and long-term fiscal condition; uses cost-benefit thinking to set and balance short-term and long-term priorities
- Determines cost-effectiveness of programs and compares alternative strategies
- Optimizes good financial management

Change & Innovation

Innovating through change and creativity

- Identifies, communicates and drives changes needed to adapt strategically to shifting demands, business conditions, technology, and internal initiatives
- Questions conventional approaches; develops creative and innovative solutions to situations
- Creates a shared responsibility among team members/staff and encourages others to seek different ideas/approaches to address organizational problems and opportunities and then embraces them
- Rapidly adapts to changing conditions and communicates frequently and candidly during times of change
- Designs, communicates and gains the acceptance of and leads the implementation of optimal, new or cutting-edge ideas/processes to manage problems and opportunities

Collaborative Relationships

Collaborating through alliances and relationships

- Identifies opportunities for, initiates, and maintains strategic relationships and networks in and out of the organization
- Promotes openness and trust and builds confidence in one's intentions to achieve goals
- Fosters an inclusive workplace by working effectively with individuals and groups of diverse cultures.
- Utilizes the capabilities, insights, and ideas of individuals and groups to ensure the accomplishment of common business goals/improve results



Values & Integrity

Serving with integrity and respect

- Models high standards, acting in accordance with moral, ethical, and professional standards, policies and regulations consistent with the County's Values and Guiding Principles; leads by example
- Demonstrates honesty, fairness, openness and being forthright, consistently, in words and actions, treating people with courtesy and respect
- Respects the confidentiality of information and concerns shared by others
- Takes responsibility for and learns from own mistakes; does not misrepresent self