Monterey County

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Board Report

Legistar File Number: 15-1212

November 10, 2015

Introduced: 10/30/2015

Version: 1

Current Status: Agenda Ready

Matter Type: General Agenda Item

a. Consider approval of the Managing for Results (MFR) Fiscal Year (FY) 2014-2015 Annual Report; and

b. Provide direction to staff as appropriate.

RECOMMENDATION:

It is recommended that the Board of Supervisors:

a. Approve the Managing for Results (MFR) Fiscal Year (FY) 2014-2015 Annual Report; and

b. Provide direction to staff as appropriate.

SUMMARY:

Managing for Results (MFR), the Countywide performance measurement program, is designed to provide leadership on the County's efforts to measure and improve performance and service delivery. The program has made continuous improvement during the last four years. The program publishes two reports: Mid-Year and Annual. Attachment A is the Annual Report that shares measures from 23 participating departments.

DISCUSSION:

The MFR FY 2014-2015 Annual Report shares a vast number of performance measures from 23 participating departments. Output/Workload Measures tell completed work effort or activity. Output/Workload Measures are important because they share what we have done. It also helps departments understand and study past workload and to analyze work in progress. Efficiency Measures explain the ratio of input over output. Typically, Efficiency Measures relate to resources or dollars. Effectiveness Measures tell how well a program or service is accomplishing its objectives. It speaks to quality, impact and outcome.

The MFR Program use the performance measurement cycle of Plan, Do, Check, Act. A diagram of the cycle can be seen in Attachment B.

The International City/County Management Association (ICMA) identifies five key management tools which are considered the norm in local governments: strategic planning, performance measurement, performance budgeting, benchmarking and program evaluation. ICMA defines performance measurement as: "monitors the performance of service delivery and helps program managers understand why specific services are provided and how they support the long-term goals of the organization." The County of Monterey MFR Program has worked to define department performance measures. The County program is evolving over time. Our next step will be to review, refine, align and create new measures, where needed; to integrate with Department Goals in the Recommended Budget Book; and tie with the Board of Supervisors Strategic Initiatives. The overall goal is to simplify reporting so that the most critical measures are reported in a concise manner.

The MFR Program has made significant progress to date.

- Department participation increased from 38% to 96%.
  - Thirty four (34) department staff members coordinate department measures and data collection and are the program liaisons.
    - Eighteen departments participated in the 'Café Conversation" workshop held on October 14 and 29, 2015 to connect diverse perspectives, listen for insight, and share collective discoveries of their work in the MFR Program. See Attachment C.
- Department performance measures continue to develop over time. Efforts will be made during the fiscal year to refine and streamline measures that represent County priorities that link to the Board of Supervisors Strategic Initiatives.
  - In order to achieve recent Board direction, a meeting will be scheduled with selected County staff tasked to create a Board Report template that links the Strategic Initiative(s) to the purpose of the Board Report. The template will include a process to train staff as a new requirement of the Board Report.
- Departments create narratives titled 'Story Behind the Performance' to communicate program information related to accomplishments, challenges and next steps.
- Departments continue to deliver presentations to the Board of Supervisors to share how performance measure outcomes are used as a management tool.
  - The current presentation schedule for the next six months can be seen in Attachment D.
- Department Key Performance Measures are reported in the Annual Recommended Budget Book.
- Process Mapping pilots have begun in some departments. Mapping is important to understand how a process flows while identifying gaps, bottlenecks and redundancies. When managed, mapping can lead to efficiencies and standard procedures which can reduce time and costs. Inefficient workflows tend to become entrenched in the process and make it difficult to break patterns.
  - Staff will provide discoveries found using the visual mapping process.
- The program will work on aligning the Board of Supervisor Strategic Initiatives with Department Goals and Performance Measures by taking the following actions:
  - Identify Department Programs/Services that support the Initiative.
  - Identify Department Performance Measures that support the Initiative.
  - Streamline reports to the Budget Committee and Board of Supervisors to:
    - Integrate Strategic Initiative and MFR reports which will reduce number of reports
    - Effectively communicate relation between program/service performance measures to policy area key objectives.
    - A diagram of one example of this process can be seen in Attachment E.

OTHER AGENCY INVOLVEMENT:
Multiple County departments have been involved in the process of developing and providing narratives, performance measures and outcome data for inclusion in the Annual Report. The Budget Committee accepted the MFR FY 2014-15 Annual Report on October 28, 2015.

FINANCING:
Monterey County's MFR Program is funded in County Administrative Office - Department 1050, Intergovernmental & Legislative Affairs Division - Unit 8054. Approval of this recommendation will not result in additional general fund contributions.

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Approved by:

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Assistant County Administrative Officer

Attachments: On file with the Clerk of the Board.

A -- MFR FY 2014-15 Annual Report
B - Performance Measurement Cycle
C - MFR Department Contact 'Café Conversation' Workshop
D - MFR Department Presentation Schedule
E - 'Making the Connection' slides