



# Monterey County |

Addendum Report  
Key Department Performance Measures  
FY 2015-16



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# Managing for Results |

## Board of Supervisors



**District 1**  
**Fernando Armenta**

*District represents approximately 65% of the City of Salinas and it is wholly within the urban city boundaries of the City of Salinas. It primarily is made up of the area known as East Salinas, but includes parts of Central Salinas, South and North Salinas.*



**District 2**  
**John M. Phillips**

*District includes: Aromas, Boronda, Moss Landing, North Salinas, Castroville, Pajaro, Prunedale, Las Lomas, and Royal Oaks.*



**District 3**  
**Simon Salinas**

*District includes: East Salinas, Spreckels, Chualar, Greenfield, Gonzales, Fort Hunter Liggett, King City, Soledad, Lake San Antonio, and South County.*



**District 4**  
**Jane Parker**

*District includes: Del Rey Oaks, Marina, Sand City, Seaside, and Southwest Salinas.*



**District 5**  
**Dave Potter**

*District includes: Carmel, Carmel Valley, Big Sur, Pacific Grove, Pebble Beach, Monterey, Highway 68 and Las Palmas.*

### Monterey County Values

*We are committed to assuring honesty and integrity in all County actions.*

*We are committed to providing top quality customer service.*

*We are committed to practicing continuing innovation.*

*We are committed to treating our fellow employees, customers and residents with respect and courtesy at all times.*

# Managing for Results |

## Story Behind the Performance

### **Message from the County Administrative Officer, Dr. Lew Bauman**

The Managing for Results (MFR) Countywide Program began in October 2010 and the objective to become a performance based organization is a “continuous improvement” project. Our department performance measures have developed into a spectrum of measures that speak to the County’s highest priority programs and services and reflect the essentials of the program:

- Chief executive support is critical and necessary.
- Regular MFR department contact meetings are essential.
- The greatest value of our performance measurements is demonstrated when we use outcomes as a tool for learning and improvement.
- A centralized performance measurement coordinating authority provides a conduit for performance measurement activity.

The promotion of countywide performance measures at both strategic and operational levels and enhanced reporting continues to improve over time. Our MFR program shares outcomes across County departments and has involved staff at all levels of the organization. Our goal is unchanged - we strive to become performance based in order to fully achieve the Board of Supervisors Strategic Initiatives.

# Managing for Results |

## Overview

### Abbreviation Guide

- FY – Fiscal Year
- CY – Calendar Year
- N/A – Not Available
- N/APP – Not Applicable

### Mission Statement

The purpose of the County of Monterey Managing for Results program is to develop and cultivate a performance based culture that produces expected outcomes for customers and employees. Through the process of achieving continuous improvement, we will maximize our potential for the resources utilized.



# Managing for Results |

## Acknowledgements

*Agricultural Commissioner  
Assessor Clerk Recorder  
Auditor-Controller  
County Administrative Office*

*Child Support Services  
Clerk of the Board  
County Counsel  
Cooperative Extension  
District Attorney  
Economic Development*

*Elections  
Emergency Communications*

*Equal Opportunity Office  
Health  
Human Resources  
Information Technology*

*Libraries  
Natividad Medical Center  
Parks*

*Probation  
Public Defender  
Resource Management Agency  
Social Services  
Sheriff  
Treasurer-Tax Collector  
Water Resources Agency*

Bob Roach  
Chihiro Tabata  
Maria Papurello  
Juan Pablo Lopez  
Rosemary Soto  
Michael Derr  
Michael Blaz  
Dan Bertoldi  
Annette D'Adamo  
Sherrie Collins  
Darrell McGowan  
Sally Kidalov  
Sandra Ontiveros  
Maria de La Fuente  
Bruce Suckow  
Debby Bradshaw  
Joyce Aldrich  
Gina Martinez  
Bill Harry  
Olivia Madrigal  
Michelle Gomez  
Patricia Zerounian  
Irma Ramirez-Bough  
Veronica Serrano  
Evelyn Cano  
Chris Ricker  
Carol Adams  
John Guertin  
Brandon Swanson  
Dannie Ryan  
Frank Dice  
Brandon Swanson  
Margarita Zarraga  
Kevin Oakley  
Joy Willett  
Robert Johnson



# Managing for Results |

## Agricultural Commissioner

### Major Program Areas

- Pest and Disease Prevention
- Pesticide Use Enforcement
- Weights and Measures

### Mission Statement

The mission of the Agricultural Commissioner/Sealer is to protect the health and safety of workers, the public, and the environment; safeguard the County from the introduction of harmful pests and diseases detrimental to agriculture; promote and protect agriculture; and assure business and consumer confidence in the marketplace. This is accomplished through the effective, uniform enforcement of state laws.



# Agricultural Commissioner

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of phytosanitary certificates for commodity export issued           | 20,711     | 21,182     | 22,823     | 25,439     | 24,741     |
| 2. Number of pest detection traps for target insects set                      | 4,481      | 3,885      | 3,917      | 3,850      | 3,709      |
| 3. Gross acres for noxious weed management and eradication treated            | 250        | 417        | 748        | 469        | 1751       |
| 4. Pesticide use monitoring inspections completed                             | 2,023      | 1,506      | 1,256      | 1,723      | 1,769      |
| 5. Pesticide illness/complaint/environmental effects investigations completed | 28         | 14         | 32         | 54         | 41         |
| 6. Pesticide use training and outreach sessions delivered                     | 57         | 100        | 41         | 53         | 36         |
| 7. Consumer product quality control and scanner inspections completed         | 203        | 253        | 254        | 598        | 475        |
| 8. Weighing and measuring devices inspected                                   | 6,493      | 7,059      | 7,598      | 7,057      | 7,206      |
| 9. Consumer complaints investigated   | 49         | 54         | 60         | 57         | 38         |
| 10. Number of phytosanitary certificates for commodity export issued          | 20,711     | 21,182     | 22,823     | 25,439     | 24,741     |
| 11. Number of pest detection traps for target insects set                     | 4,481      | 3,885      | 3,917      | 3,850      | 3,709      |
| 12. Gross acres for noxious weed management and eradication treated           | 250        | 417        | 748        | 469        | 1751       |

# Agricultural Commissioner



## Story Behind the Performance

The Pest and Disease Prevention program provides pest and disease information, regulation and inspection of incoming agricultural shipments, phytosanitary certification of shipments for export, implementation of quarantines and host-free periods, high-risk pest exclusion programs, environmental monitoring for pest presence and populations, conventional and biological control of insect, weed and vertebrate pests, predatory animal control, bees and apiaries, nursery and seed inspections, and nursery licensing. Gross acres of weeds treated increased because of increased roadside spraying for Yellow Star Thistle and more accurate counting of gross acres. The last two Scotch thistle surveys have found no plants, which removed many acres from treatment and counted them as survey only.

The Monterey County Agricultural Commissioner's Pesticide Use Enforcement program protects human health and the environment by regulating pesticide use and by supporting integrated pest management and best practices. We work closely with the California Department of Pesticide Regulation (DPR) to enforce state laws and regulations pertaining to pesticide use, sales, licensing, worker safety, and pesticide use reporting. A decrease in the number of training and outreach sessions is attributed to fewer requests from industry. All measures are meeting DPR work plan goals.

The functions of Weights and Measures are to ensure the accuracy of commercial and weighing devices, verify the quantity of both bulk and packaged commodities, enforce quality, advertising and labeling standards for most petroleum products, ensure the accuracy of price scanners, and enforce weighmaster laws to assure accuracy of certified weights and commercial transactions of bulk commodities. This is to ensure protection of the consumer and equity in the marketplace.

An important accomplishment of the Agricultural Commissioner was the formation of a Farmworker Advisory Committee in cooperation with the Center for Community Advocacy. This Committee, the first of its kind, and the Commissioner's office launched an historic initiative aimed at providing additional pesticide safety protections for farmworkers through enhanced field posting and wallet-sized information cards for workers. The Commissioner's office also launched a pilot program to provide enhanced communication and notifications about fumigations to several schools in the north County and is developing a web site and community outreach effort about pesticide use near schools.

# Managing for Results |

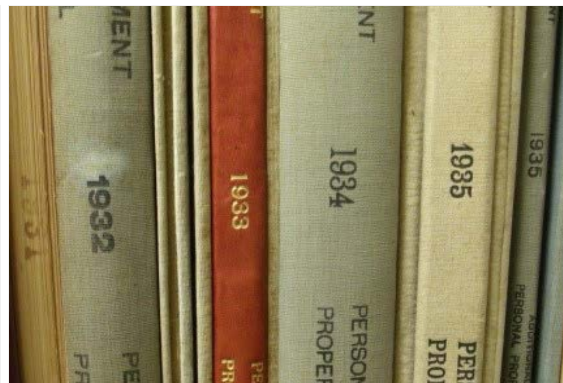
## Assessor-County Clerk Recorder's Office

### Major Program Areas

- Roll Close
- Document Recording
- County-Clerk

### Mission Statement

The mission of the Monterey County Assessor's Office is to produce an accurate and timely assessment roll and provide quality customer service in a courteous and professional manner.



Photographic Images Courtesy of the Monterey County Historical Society



# Assessor-County Clerk Recorder's Office

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Percent of customers rating customer service as "Excellent"            | N/A        | 95%        | 97%        | 95%        | 98%        |
| 2. Percent of Real Property Assessments appraised on time                 | 100%       | 97%        | 100%       | 100%       | 100%       |
| 3. Percent of Assessment Appeals reconciled within 18 months of receipt   | 92%        | 94%        | 95%        | 97%        | 99%        |
| 4. Percent of Exemption forms processed within 7 days                     | 100%       | 100%       | 100%       | 100%       | 100%       |
| 5. Percent of recorded documents processed within 7 days                  | 100%       | 100%       | 100%       | 100%       | 100%       |
| 6. Percent of recorded documents indexed the same day                     | 100%       | 100%       | 100%       | 100%       | 100%       |
| 7. Percent of documents electronically recorded                           | N/A        | 6.9%       | 38.9%      | 55%        | 57%        |
| 8. Number of Vital Copies (Birth, Marriage and Death Certificates) issued | 19,482     | 16,688     | 17,649     | 20,235     | 20,593     |
| 9. Number of Marriage Licenses (confidential and regular) issued          | 2,842      | 2,877      | 3,226      | 3,133      | 3,017      |
| 10. Number of Fictitious Business Name statements issued                  | 2,486      | 2,451      | 2,585      | 2,688      | 2,618      |

# Assessor-County Clerk Recorder's Office



## Story Behind the Performance

Key Performance Measures in the Assessor-County Clerk-Recorder's Office reveal how deadlines are being met. By meeting deadlines the Assessor's Office better serves the public and produces an accurate and timely assessment roll more efficiently.

In FY 2015-16, the combined efforts of the staff in the County of Monterey Assessor's Office produced an assessment roll of \$56.5 billion for local governmental agencies and schools. A total of 160,000 secured, unsecured and supplemental tax bills were generated in FY 2015-16. The County's share of property tax revenues for FY 2014-15 was \$126.5 million.\* Property tax is the backbone financing for counties and incorporated cities in California and accounts for approximately 70% of the discretionary revenue in Monterey County.

Key Performance Measures in the County Clerk-Recorder's Office demonstrate the integrity of the official public records being maintained. The public at large is served well by recording and indexing documents in a timely manner.

The Recorder's Office continued to expand electronic recording with a continued increase in agents and submitters participating in e-recording. In FY 2015-16, the Recorder's electronic recordings have increased to 57% of all recorded documents and the Office looks forward to future growth.

The Assessor-County Clerk-Recorder's Office continued their work on a reorganization study of all office/clerical positions with the goal of establishing a career ladder and to assist in succession planning.

In an effort to strive for continual improvement, the Assessor-County Clerk-Recorder's Office placed "How Are We Doing" survey cards at each of its customer service counters. These survey cards are reviewed with management, office supervisors, and staff.

\*FY 2015-16 figure not yet available.



# Managing for Results |

## Auditor-Controller

### Major Program Areas

- Debt Management
- Disbursement –  
Accounts/Payable, Payroll,  
and Property Tax
- General Accounting
- Internal Audit
- Systems Support

### Mission Statement

The mission of the Auditor-Controller is to protect and report on taxpayer's money to inspire public trust.



# Auditor-Controller

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of vendor and other claims from departments, offices and agencies processed   | 41,162     | 41,442     | 47,298     | 43,011     | 47,348     |
| 2. Number of purchase orders and modifications processed  | 8,009      | 8,983      | 7,556      | 7,322      | 8,695      |
| 3. Number of claims paid by electronic payments<br>(Target = 884)   | 590        | 797        | 741        | 783        | 542        |
| 4. Number of pay, leave, deduction and benefit events based on Memoranda of Understanding<br>(Target = reduce payroll events via increased uniformity in pay practices)   | 82,053     | 85,701     | 93,757     | 97,234     | 109,344    |
| 5. Percentage of Direct Deposits to banks<br>(Target = 100%)  | 89%        | 90%        | 90%        | 91%        | 93%        |
| 6. Number of days to calculate, account for and distribute actual collection of Property Taxes and Direct Assessment Revenues to all eligible taxing entities from the tax payment due dates of December 10th and April 10th<br>(Target = 18) | 17.5       | 17.5       | 17.5       | 16         | 16         |

# Auditor-Controller



## Story Behind the Performance

The Auditor-Controller is the Chief Accounting Officer for the County of Monterey and as such, has the statutory responsibility to prepare the official financial statements and prescribe the accounting for the County. The Auditor-Controller's mandate is to perform the audit and control functions specified in the California Constitution, the California Codes and the Monterey County Ordinances.

Based on the State Government Code, local ordinances, approved employee memoranda of understanding, approved vendor agreement and the approved County policies, the Office of the Auditor-Controller must perform the following:

- Audit, control and issue payments to vendors as requested by County departments, Elected Offices, Natividad Medical Center and Water Resources Agency within 30 days after the receipt of the certified invoice or claim.
- Calculate and produce bi-weekly payroll for all County employees.
- Calculate property taxes and assessments for and distribute the taxes to the County, Cities, Schools and independent Special Districts.
- Develop, produce and issue the County's Annual Financial Statements in compliance with Generally Accepted Accounting Principles (GAAP) and Government Accounting Standard Board (GASB) statements by December 31st. The Annual Financial Statements include Natividad Medical Center and the Water Resources Agency.
- Develop, produce and issue the Federal Countywide Cost Plan in compliance with all standards by January 31st.
- Provide internal audit services for quarterly Treasury reviews and audits required by the Auditor-Controller.
- Prepare and/or review and approve all Federal and State Tax and Grant reporting.
- Prepare annual information tax returns including forms 940, 941 and W-2's for employees and 1099's for vendors.

# Managing for Results |

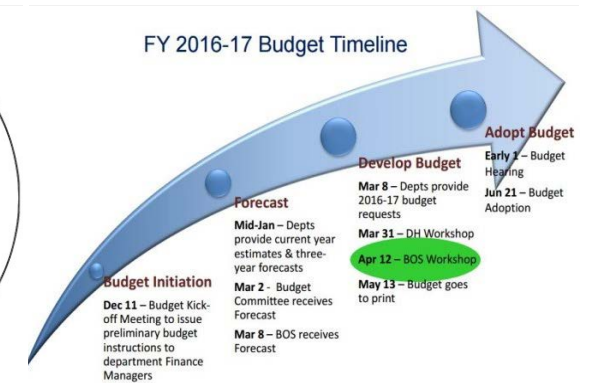
## County Administrative Office – Budget and Analysis Division

### Major Program Areas

- Structurally Balanced Budget
- Long Term Obligation Credit Agency Ratings
- Ending General Fund (GF) Fund Balance by fiscal year

### Mission Statement

The mission of the County Administrative Office (CAO), Budget and Analysis Division is to promote the financial stability and integrity of the County by overseeing long-range strategic financial planning, advising the Board of Supervisors and County departments on the availability and allocation of resources, and monitoring and reporting budget and operational performance.





# CAO Budget and Analysis Division

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12    | FY 2012-13     | FY 2013-14     | FY 2014-15     | *FY 2015-16 |
|---|---------------|----------------|----------------|----------------|-------------|
|   | Actual        | Actual         | Actual         | Actual         | Actual      |
| 1. Percent of General Fund revenue to General Fund expenditures   | 101.3%        | 102.8%         | 103.3%         | 104.6%         | TBD         |
| 2. Ratings of General Obligation Bonds (Moody)  | Aa2           | Aa2            | Aa2 Implied    | Aa2 Implied    | TBD         |
| 3. Ratings of General Obligation Bonds (Fitch)  | N/A           | N/A            | AA Stable      | AA Stable      | TBD         |
| 4. Ratings of Lease Obligation Bonds-Certificate of Participation (COP) (Moody)                           | A1            | A1             | Aa3 Stable     | Aa3 Stable     | TBD         |
| 5. Ratings of Lease Obligation Bonds-Certificate of Participation (COP) (Fitch)                           | AA-/Stable    | AA-/Stable     | AA-/Stable     | AA-/Stable     | TBD         |
| 6. Ratings of Lease Obligation Bonds-Certificate of Participation (COP) (Standard and Poor)               | AA-/Stable    | AA-/Stable     | AA-/Stable     | AA/Stable      | TBD         |
| 7. Ratings of Lease Obligation Bonds-Certificate of Participation (COP) (Standard and Poor)               | AA-/Stable    | AA-/Stable     | AA-/Stable     | AA/Stable      | TBD         |
| 8. Ending Unrestricted Fund Balance amount and as a percentage of General Fund expenditures (in millions) | \$91.7<br>18% | \$104.1<br>22% | \$117.1<br>23% | \$139.5<br>25% | TBD         |

\* FY 2015-16 figures not yet available.

# CAO Budget and Analysis Division

## Story Behind the Performance

*Structurally Balanced Budget:* A structurally balanced budget match's annual expenses with anticipated annual revenue and does not use Fund Balance as a financing source for ongoing expenditures. The approach reinforces the County's objective to achieve a balanced budget that sustains core services and efficiently allocates resources. The County ended FY 2014-15 with revenue \$16.0 million higher than budgeted expectations and expenditures slower than final budget by \$37.0 million. The net result was a favorable revenue-to-expenditure ratio of 104.6%. The County's actuals have continued to perform above the target for the past four years.

*Long-Term Obligation Credit Agency Ratings:* Credit ratings are opinions on the credit quality of individual obligations or of an issuer's general creditworthiness in not only current events, but also the potential impact of future events on credit risk. Credit ratings may play a role in enabling the County to raise money in the capital markets. Based on strong management, increased reserves, and implementation of a plan to reduce Other Post-Employment Benefits (OPEB) unfunded liabilities, all of the County's ratings were reaffirmed during FY 2014-15. Moody's rating for General and Judgment Obligations Bonds indicates a very strong capacity in the County's ability to meet its financial commitments and is rated as High Grade. Standard and Poor's and Moody rate the County's Lease Obligation Bonds as having a strong capacity to meet its financial commitments and is rated as Upper Medium Grade. Fitch considers the County's Lease Obligation Bonds as High Grade, indicating a very strong capacity to meet its financial obligations. In the past four years the County's creditworthiness has remained positive.

*Ending General Fund (GF) Fund Balance by fiscal year:* Fund balance refers to the difference between the assets and liabilities reported in a governmental fund such as the General Fund. Preserving prudent fund balance levels protects the County's long-term financial sustainability and service capacity in a variety of ways, including: ensuring sufficient cash is available to meet County payroll and other obligations during revenue "dry periods", reducing reliance on short-term borrowing and associated costs, maintaining strong credit ratings, providing flexibility during economic downturns or natural disasters, and safeguarding resources to meet future infrastructure needs. The Government Finance Officers Association (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating expenditures. From FY 2011-12 to FY 2014-15, the County has exceeded the minimum recommendation.



# Managing for Results |

## County Administrative Office – Contracts and Purchasing Division

### Major Program Areas

- Purchase Order Processing
- Contract Document Review

### Mission Statement

The mission of the County Administrative Office (CAO), Contracts and Purchasing Division is to provide a high level of service for all stakeholders, while adhering to all applicable laws, policies and procedures and facilitate an efficient, timely and cost effective process for the procurement of goods and services, which includes resource sourcing, competitive bidding, agreement development and maintaining positive vendor relationships.



# CAO Contracts and Purchasing Division

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Total Purchase order dollars (in millions)                                   | \$122.0    | \$308.7    | \$104.5    | \$139.2    | \$169.3    |
| 2. Percent of contractual documents processed within 72 hours<br>(Target = 99%) | N/A        | N/A        | 89.7%      | 97.0%      | 98.3%      |

# CAO Contracts and Purchasing Division



## Story Behind the Performance

Contracts and Purchasing continues to see an increase in the number of overall procurement documents being processed on a yearly basis. Due to the increase in the number of Multiple Year Agreements (MYA), Contracts and Purchasing has changed the method in which MYA's are processed. MYA's are no longer processed and inputted into the County's financial system (Advantage) by the Contracts and Purchasing Team, but rather they are inputted by the Requestor or requesting department. This fact holds true for the continued processing of procurement related documents associated with the County Job Order Contracting process (JOC). Each of these two processes allow the users to create what is referred to as a Delivery Order (DO) against either the MYA or JOC Master Document eliminating the need to perform the entire purchase order process each time for each procurement. The DO is a one step process which reduces the time and steps required to process a vendor's invoice for payment.

The Contracts and Purchasing Team continues to review, evaluate and/or revise current policies and processes to improve and streamline the overall procurement process and experience for our users. Contracts and Purchasing, with the approval and support of the County Board of Supervisors, developed and launched the County's first internal Contracts and Purchasing Academy with the focus on the mechanics and arts of contract creation and contract life cycle management. The Academy provides County staff with the processes, methods, tools and skills for best contracts and purchasing practice.



**ACADEMY**

# Managing for Results |

## County Administrative Office – Fleet

### Major Program Areas

- Alternative Energy Vehicles
- Fleet Optimization and Utilization

### Mission Statement

The mission of the County Administrative Office (CAO), Fleet Division is to provide safe, serviceable and competitively priced vehicles and equipment in a timely manner using cost effective, efficient and high quality services to the County departments and agencies.

# CAO Fleet Division

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Pounds of greenhouse gas emission reductions resulting from the use of GREEN vehicles | 166,479    | 153,600    | 163,744    | 169,792    | N/A        |
| 2. Percent of County Fleet that uses alternative energy vehicles                         | 10%        | 10%        | 10%        | 12%        | 15%        |

# CAO Fleet Division



## Story Behind the Performance

A major shift in manufacturer focus toward Alternative Energy Vehicles (AEVs) is driving fleet integration ever upward. Significant changes in availability and pricing for the mid-size sedan and compact SUV segments have allowed fleet to make purchases that would have otherwise been cost prohibitive just two years ago.

A prime example of this trend is the Ford Fusion mid-size sedan. The plug-in hybrid model of this sedan was low production and carried a \$15-20k premium over the base model putting the acquisition cost at about \$42k per unit. Today, this technology is available in the low to mid-trim level with fleet successfully acquiring three plug-in hybrid models at the cost of \$23k per unit for the District Attorney's Office. This shift has allowed for more rapid right sizing of the fleet in terms of overall fuel economy and use of AEV options.

Maintenance attrition and the vehicle replacement program will continue to drive utilization of AEVs. These vehicles represent the smarter choice in terms of maintenance and fuel costs and are rapidly driving their traditional counterparts into extinction. We simply need to continue to replace the fleet at a steady rate. Manufacturers will continue to expand their AEV offerings and production driving overall costs even lower.

# Managing for Results |

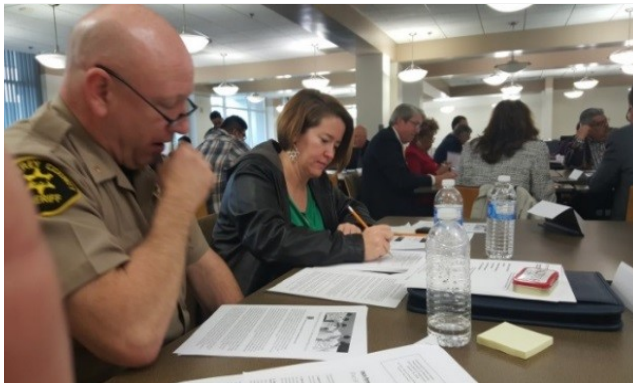
## County Administrative Office – Office for Community Engagement and Strategic Advocacy

### Major Program Areas

- Building Safe and Thriving Communities
- Governing for Racial Equity

### Mission Statement

The mission of the City Administrative Office's (CAO), Office for Community Engagement and Strategic Advocacy is to develop, implement and evaluate the Monterey County Gang Violence Prevention Initiative; establish strong collaborative partnerships with a diverse set of equity minded community stakeholders; advocate for policy change and systems transformation that utilize effective strategies to address and eradicate root causes of trauma, poverty and violence; and to build safe, healthy and thriving communities throughout Monterey County.





# CAO Community Engagement and Strategic Advocacy

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Percent of implementation strategies aligned with key indicators for gang violence reduction as outlined in the Building Safe and Thriving Communities Action Plan | N/A        | N/A        | N/A        | N/A        | 20%        |
| 2. Community Engagement and Advocacy increased collaboration with internal and external partners for improved community impact  | N/A        | N/A        | N/A        | N/A        | 80%        |



# CAO Community Engagement and Strategic Advocacy

## Story Behind the Performance

The Monterey County Board of Supervisors approved and launched the Monterey County Gang Violence Prevention Initiative in May 2013 with a strategic plan for developing the backbone agency for the initiative using the Collective Impact Model.

The development of the Action Plan for Building Safe and Thriving Communities included community input for a framework of strategically selected focus areas and indicators. The overarching goal of the Monterey County Gang Violence Prevention Initiative is to address the root causes and risk factors of violence through systemic and policy change using an improved collaborative effort.

The OCESA also serves as a liaison to County resources for locally organized violence prevention efforts throughout Monterey County. OCESA is a member of the following organized efforts (but not limited to) Four Cities for Peace for South County cities of Gonzales, Soledad, Greenfield and King City; the Seaside Youth Violence Prevention Task Force; the Community Alliance for Safety and Peace (CASP) in Salinas; East Salinas Building Healthy Communities; and the North Monterey County Community Alliance. OCESA also brings statewide and national connections through partnerships with the National Forum on Youth Violence Prevention (OJJDP) and the California Cities Gang Prevention Network.

With the support of the California Endowment, Monterey County has begun to embark on a learning experience of Governing for Racial Equity principles in partnership with the East Salinas Building Healthy Communities Initiative. Initial introduction of Governing for Racial Equity (GRE) was presented to the Board of Supervisors and County Department Directors in January 2016. Additional technical assistance and training partners include Race Forward and the National Compadres Network.

The OCESA is leading a strategic planning process for continued training and implementation of GRE principles to include key County Departments as well as local cities and community stakeholders that will further advance the work of improving government systems and policies ensuring equitable opportunities and access to services for all, are afforded.

# Managing for Results |

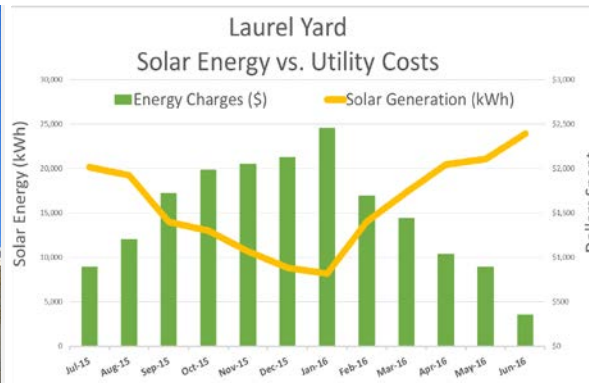
## County Administrative Office – Intergovernmental and Legislative Affairs Division

### Major Program Areas

- Legislative and Strategic Grant Services Programs
- Go Green! Sustainability Program
- Special Projects

### Mission Statement

The mission of the City Administrative Office (CAO), Intergovernmental and Legislative Affairs Division is to advance the priorities of the Board of Supervisors as outlined in the Board's Strategic Initiatives by adding value and support through the promotion of interdepartmental and interagency coordination and communication. Through analysis and collaboration, we strive to provide professional and innovative solutions to the County's needs.



# CAO Intergovernmental and Legislative Affairs Division

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Legislative and Strategic Grant Services Program: Number of high priority grant awarded        | N/APP      | N/APP      | N/APP      | \$200,000  | \$650,000  |
| 2. Go Green!: Estimated annual cost avoidance from baseline year resulting from Laurel Yard solar | N/APP      | \$29,809   | \$40,308   | \$44,451   | \$58,142   |
| 3. Special Projects: Number of high priority special projects assigned                            | N/APP      | 5          | 9          | 14         | 13         |

# CAO Intergovernmental and Legislative Affairs Division



## Story Behind the Performance

*Legislative Program & Strategic Grant Services Program:* The Legislative Program and Strategic Grant Services Program (SGSP) work hand in hand on the policy and funding priorities of the Board of Supervisors, advocating for the legislative appropriation of grant program dollars through the State and Federal government, and working with key departments to identify and submit grant proposals for County priority projects/programs in alignment with the Board's Strategic Initiatives. The Strategic Grant Services Program is ramping up quickly. In April 2016 a new FTE was added to coordinate the program. The nature of grant funding cycles is such that there are typically several months between application and award. As a result, many applications submitted in FY 15-16 may be awarded in FY 16-17. At the close of FY 15-16, two applications had been awarded in the amount of \$650,000, and seven applications were pending approval for a total value of \$ 30,522,565.

*Go Green! Monterey County:* The Laurel Yard photovoltaic (PV) solar array was installed through a project managed by RMA Facilities in September of 2012. This 141 kW solar parking canopy was funded by a grant through the Department of Energy's Energy Efficiency and Conservation Block Grant. Go Green! Monterey County has and will continue to track cost avoidance, energy savings, and GHG emissions reductions resulting from this project. Measure No. 2 for the CAO-IGLA division shows the estimated cost avoidance from the Laurel Yard solar array. This was calculated using utility bill data from the baseline year (FY 2011-12) and comparing it to each year after the solar panels were installed. Cost avoidance estimates also take into account utility rate increases from year to year. This measure shows that solar PV energy can avoid operational costs while reducing the County's greenhouse gas emissions. Each year, the Laurel Yard solar array diverts an average of 45 metric tons of greenhouse emissions.

*Special Projects:* The CAO-IGLA Division works on a diverse array of short and long-term special projects and interagency efforts varying in duration and complexity as directed by the Board or the CAO, each requiring a unique skill set, political knowledge, effective communication, and a high level of strategizing and coordination with internal and external partners. In FY2015-16 there were 13 major special projects: Board/Department Head Strategic Planning Workshop; San Lucas Safe Drinking Water; Monterey Peninsula Regional Water Authority Financial Participation; Countywide Drought Response Coordination; Fort Ord Reuse Authority (FORA) Transition Planning; 9-1-1 Governance Study; Administrative Policy Manual Preparation; SB 658 Automated External Defibrillator Program, IGLA Webpage Development, Recruitment and Hiring of a Parks Director; Laguna Seca Recreation Area RFP Process; Recommendation of Management Services Contractor, Workforce Investment and Opportunity Act (WIOA) Implementation; and assisting with the Sustainable Groundwater Management Act (SGMA) Governance Working Group.

# Managing for Results |

County Administrative Office –  
Intergovernmental and Legislative Affairs Division  
Office of Emergency Services

## Major Program Areas

- Emergency Planning and Preparedness
- Emergency Response and Recovery
- Hazard Mitigation and Community Resiliency

## Mission Statement

The mission of the Monterey County Office of Emergency Services is to ensure that the jurisdictions and communities have the capability and sustained capacity to prepare for, respond to, mitigate and recover, from any natural, technological, or human related emergency or disasters.





# CAO-IGLA Office of Emergency Services

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of EOC training and exercise conducted   | 3          | 3          | 3          | 3          | 5          |
| 2. Number of WebEOC/Everbridge (Alert MontereyCounty) training opportunities conducted   | N/A        | N/A        | N/A        | 5          | 12         |
| 3. Number of emergency plans developed and reviewed to meet state and federal guidelines | 2          | 2          | 4          | 3          | 16         |

# CAO-IGLA Office of Emergency Services



## Story Behind the Performance

The mission of the OES is to ensure that Monterey County has the capability and the sustained capacity to prepare for, respond to, and recovery from any natural, technological, or human related emergency or disaster. Responsibilities include coordinating public awareness and education on community risks, hazards, and preparedness actions. Ensuring that the “whole community” including public safety, government leadership, private and non-profit agencies are fully prepared to engage in response, recovery, and mitigation operations throughout the County. To accomplish this task, the OES develops and maintains a wide variety of emergency planning efforts, including incident response plans, hazard and function specific plans. The coordination and collaboration between federal, state, local, non-government agencies is the cornerstone of OES operations. The OES operates the Monterey County and Operational Area Emergency Operations Center (EOC), which is activated during emergency conditions and serves as the lead agency during emergencies and disasters.

During disasters public safety agencies will be overwhelmed, and the need for citizens that are self-reliant, prepared and informed is essential. Preparedness begins at home with family evacuation plans, emergency kits, neighbors helping neighbors by becoming trained as Community Emergency Response Team (CERT) members, volunteering with American Red Cross and other community disaster response organizations that come forward to help their community in need. At the government level, essential services need to be maintained, executive leadership needs to know their roles; emergency operations centers need to be ready to activate and function with trained and skilled disaster service workers. Situational awareness of the emergency needs to be communicated through WebEOC and other operating systems. The public needs to be informed, alerted and know where to obtain critical emergency information. Recent events such as Tassajara and winter “El Nino” storms tested the preparedness levels of the community and governments. Over 4,000 residents participated in a community forum, training or event on emergency preparedness. Public safety first responders trained over 960 personnel in OES sponsored exercises or training. A Continuity of Government Plan was developed to ensure government can provide essential services in a disaster.

# Managing for Results |

## Department of Child Support Services

### Major Program Areas

- Establishment of Paternity and Support
- Enforcement of Current Support and Arrears
- Cost-Effectiveness

### Mission Statement

The mission of Child Support Services is to enhance the well-being and the self-sufficiency of families by providing professional services to locate parents, establish paternity, and establish and enforce orders for financial and medical support.





# Department of Child Support Services

## Key Department Performance Measures

| Key Performance Measure                                      | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Percent of current child support collected                | 60.7%      | 62.51%     | 63.6%      | 64.8%      | 65.7%      |
| 2. Percent of cases with arrearage collections               | 62.8%      | 65.9%      | 66.9%      | 68.2%      | 66.7%      |
| 3. Percent of case with court orders                         | 91.9%      | 93.3%      | 93.4%      | 93.4%      | 93.5%      |
| 4. Percent of children with paternity established*           | 101.6%     | 105.2%     | 105.9%     | 104.1%     | 103.4%     |
| 5. Collections distributed (in millions)                     | \$38.1     | \$40.1     | \$40.1     | \$41.2     | \$42.9     |
| 6. Cost effectiveness (collections compared to expenditures) | \$3.48     | \$3.81     | \$3.56     | \$3.69     | \$3.92     |

*\*The number of paternities established in the child support caseload for the current year is compared to the number of unwed births in the County for the previous year. Therefore, the percentage may exceed 100%.*

# Department of Child Support Services



## Story Behind the Performance

The primary purpose of the Department of Child Support Services is the enforcement and collection of child support payments for custodial parents. Working together with parents, stakeholders, and service providers, we are committed to customer service, collaboration, and innovation in our service delivery to families of Monterey County.

Through a family centered approach and variety of enforcement actions, the department obtained all time high collections of \$42,849,029 for the children and families of Monterey County. This was an increase of \$1,653,819 from the previous year. This also represents the fifth year in a row that we have increased collections. Monterey County Child Support Services consistently has the highest collections of all medium sized counties measured by caseload. Along with recording the highest collection totals in the history of the program, Monterey County Child Support Services is in the highest rankings with the Federal mandated collection to cost performance measure within the State of California which has resulted in special recognition for overall performance.

The Department is very involved in setting standards for greater accountability and sets a clear business plan each year which results in higher performance attainment on an annual basis. The services provided, including the establishment of paternity, obtaining child support orders, obtaining health insurance provisions, and enforcing child support orders, embrace the County's strategic initiative to enhance the quality of life and wellness of the residents of Monterey County.

By focusing on early intervention techniques and having a robust outreach to Monterey County residents, we were able to increase the reliability of support to make a meaningful impact for families.

Within the last year the department has implemented a comprehensive customer feedback program through customer surveys in the office, social media, and emails in order to enhance customer service. Preliminary results show a 98% satisfaction rate.

# Managing for Results |

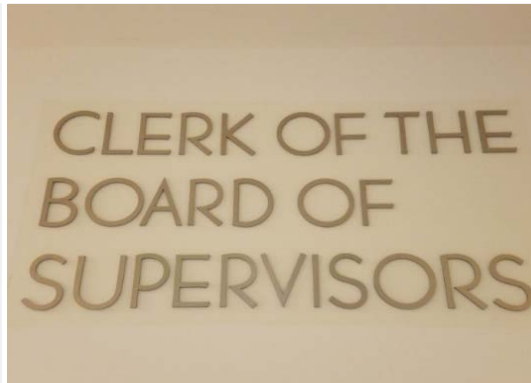
## Office of the Clerk of the Board

### Major Program Areas

- Board of Supervisors (BOS)
- Assessment Appeals Boards (AAB)
- Fair Political Practices Commission – Statement of Economic Interests (FPPC)
- Public Records Act (PRA)
- BCCs/Special Districts (BCC/SD)

### Mission Statement

The Clerk of the Board (COB) is the keeper of public trust, facilitating access to information through technology, transparency and excellent customer service.



# Office of the Clerk of the Board

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of regular, special, and Board of Supervisors governed agencies and special district meeting agendas posted pursuant to Brown Act's 72 hour requirement<br>(Board policy is to publish the agenda 96 hours prior to the meeting) | 66         | 78         | 91         | 146        | 143        |
| 2. Number of addendum or supplemental agendas published  | 27         | 32         | 31         | 31         | 40         |
| 3. Number of meeting minutes prepared and approved by the Board of Supervisors   | 29         | 24         | 62         | 58         | 99         |
| 4. Number of applications for changed assessments received and processed   | 902        | 735        | 629        | 546        | 518        |
| 5. Percent of assessment appeals reconciled within the two year time period<br>(Target = 100%)   | 100%       | 99%        | 100%       | N/A        | N/A        |
| 6. Number of Form 700s processed received and processed (hard copy)  | 469        | 422        | 528        | 589        | 387        |
| 7. Number of Public Record Act requests received   | 46         | 42         | 38         | 45         | 39         |
| 8. Number of boards, committees and commission appointments processed and posted pursuant to the Maddy Act   | 119        | 133        | 98         | 161        | 192        |
| 9. Number of new and/or amended Conflict of Interest Codes processed   | 3          | 32         | 12         | 41         | 2          |

# Office of the Clerk of the Board

## Story Behind the Performance

The COB created, posted and published 143 regular, special and Board governed agency agendas in 2015-16, utilizing the County's agenda management system and coordinating the process with the 27 County departments and agencies. The COB carried out this mandated function consistently and effectively, posting information at least 96 hours prior to the regular meetings, pursuant to Board policy. The public has 24/7 access to published agenda information. The COB's offices provided support to staff/users of the agenda management system on a daily basis. A User Group training and information session were provided in the fall of 2015, providing users with information on best practices, fielding user questions and scheduling individual training sessions as needed.

The COB received 39 Public Records Act Requests during the last fiscal year. Although the COB was not the lead responder in all instances, the COB reviewed County records and historical documents, archived in various systems, in support of the responses provided to the requestors. Maintenance and preservation of these records is a primary duty of the Clerk of the Board. A number of filing systems have been used in past years, which make records searches challenging and time consuming. The new agenda management system deployed in 2012 supports continued efforts to make records easily accessible to staff and the public. Efforts are underway to begin preservation and restoration of Board of Supervisors Minute Books dating back to the 1850s. Preserving these historical documents safe-guards information and actions taken by elected officials that impact the lives of county residents now, in the past, and in the future.

As the Administrative Officer and Assessment Appeals Board Clerk, the COB received and processed 518 applications for changed assessments in 2015/16. One COB Board Clerk primarily supports this process, filing, reviewing and scheduling these applications for hearings. The process is manual and utilizes existing programs in the office. The two-year timeline for resolution of the applications requires attention to detail, coordination with the Assessor's office and dedicated staff and time to ensure that this program continues to be managed effectively. The Assessment Appeals Board, appointed by the Board of Supervisors plays an essential role in the success of this program and works effectively with COB staff. The COB continues to evaluate electronic systems that may bring better efficiencies to this program.

The COB's office processed 192 Board, Committee and Commission appointments in FY 2015-16. COB staff coordinated notifications with the District offices, County and Agency staff. The program required numerous tasks to receive, track, post notices of vacancies/appointments, schedule appointments on the Board of Supervisors' agendas and prepare post meeting notification documents. A web-based BCC system is in development that will provide 24/7 access to the public to submit applications for appointments online, and allow District offices and the COB's office to coordinate the application/appointment process more consistently and efficiently.

As the Filing Officer for FPPC Form 700s, the COB utilizes, NetFile, a web-based system to manage and coordinate receipt of the forms with department & agency liaisons and filers. The COB received 387 direct filings in FY 15/16. This system provides the public with 24/7 access to view electronic filings. Hard copy filings can be viewed in the COB, Department or Agency offices. The Clerk of the Board is also the administrator of the Biennial Notification Process, pursuant to Government Code Section 87306.5 which requires local agencies to submit to their code reviewing body a biennial report identifying changes in its conflict of interest code. This process requires numerous notifications by the COB to Department and Agency staff (approximately 80 departments, agencies and special districts), which includes reminders, coordinating review with County Counsel, and in the case of the agencies and special districts, drafting Board reports for approval by the Board of Supervisors.



# Managing for Results |

## UC Cooperative Extension

### Major Program Areas

- Administration of Cooperative Extension
- Agriculture & Natural Resources Research and Extension
- 4-H Youth Development Program

### Mission Statement

The mission of the University of California Cooperative Extension in Monterey County is to serve the people of Monterey County by providing science-based research, education and public service to help them solve problems in agriculture, natural resources, livestock, food safety, and human community development.





# UC Cooperative Extension

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12  | FY 2012-13  | FY 2013-14  | FY 2014-15  | FY 2015-16  |
|---|-------------|-------------|-------------|-------------|-------------|
|   | Actual      | Actual      | Actual      | Actual      | Actual      |
| 1. Annual Federal funding received  | \$160,000   | \$200,500   | \$121,215   | \$193,952   | \$223,045   |
| 2. Annual State funding received  | \$1,888,925 | \$1,900,202 | \$1,952,645 | \$3,300,745 | \$2,135,171 |
| 3. Annual contracts and grants funding received                             | \$1,494,222 | \$1,980,990 | \$1,364,185 | \$1,856,670 | \$3,960,894 |
| 4. Annual value of volunteer contributions calculated                       | \$1,660,983 | \$1,690,643 | \$1,580,232 | \$1,616,565 | \$1,939,878 |
| 5. Number of funded research projects queued                                | 87          | 99          | 92          | 96          | 102         |
| 6. Annual hours of clientele training completed                             | 418         | 425         | 440         | 580         | 497         |
| 7. Annual number of workshops, seminars, talks and conferences presented    | 68          | 76          | 72          | 65          | 75          |
| 8. Number of diagnostic services and recommendations provided without a fee | 1,200       | 1,326       | 1,703       | 1,984       | 1,866       |
| 9. Number of children in 4-H community clubs served                         | 608         | 682         | 644         | 652         | 640         |
| 10. Number of publications produced   | 122         | 128         | 116         | 121         | 125         |

# UC Cooperative Extension



## Story Behind the Performance

The Administration of Cooperative Extension is a complex collaboration, where three county employees keep track of all finances, fiduciary responsibilities, human resources, and operational transactions conducted by the academics. Salaries of academics are funded by Federal (USDA) and State (UC) funds, while all other staff support personnel is funded by locally secured and administered contracts and grants. County support from the General Fund, represents only 10 to 12% of all of Cooperative Extension Budget, yet it is indispensable for the operation and success of our programs.

Agriculture and Natural Resources Research and Extension Programs help our farming community by developing and teaching various approaches to achieve a healthier environment, a thriving agricultural business cluster, and a socially aware and understanding community. Our research and extension projects help Monterey County's number one economic driver, agriculture, be competitive and productive. The research grants that we secure create new jobs and an entry for young scholars into the business world. Monterey County's \$4.84 billion industry relies on Cooperative Extension research and extension to remain strong and globally competitive. UCCE has been behind the growth of the local agribusiness industry since 1918. Techniques developed by our Farm Advisors keep tons of soil in place, preventing erosion saving valuable topsoil and preventing pollution of water. They also teach farm owners and their irrigators ways to improve irrigation efficiency and water quality. Our diagnostic labs are often the first point of detection for new plant diseases and pests that could harm Monterey County crops. At the same time we investigate and inform growers about the most effective ways to treat pests including biological control and computer guided technologies, reducing the pesticide load into our environment.

4-H Youth Development Program is helping us creating tomorrow's leaders. We certify over 300 adults to work with youth using the latest research on youth development practices to instill qualities and skills our young people need to succeed. Our 4-H Military Program is supporting military kids that live in the bases by offering fun experiences while cultivating their developmental and coping skills.

In summary, UCCE collaborates with many UC and CSU researchers to help solve the current environmental, agricultural, community or quality of life issues affecting Monterey County residents.

# Managing for Results |

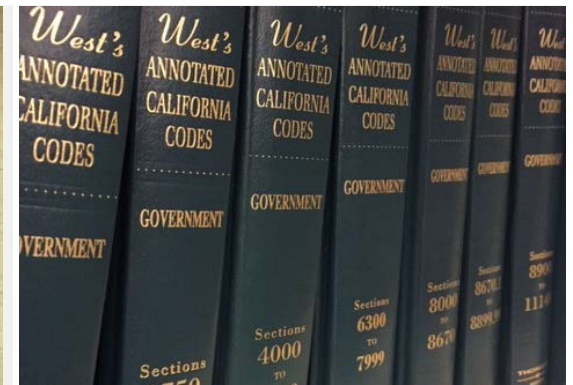
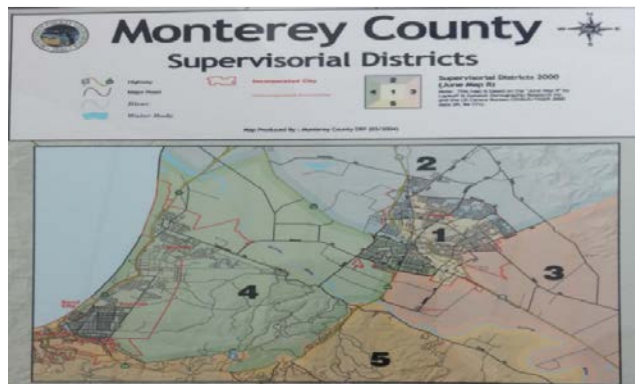
## Office of the County Counsel and Risk Management

### Major Program Areas

- Litigation
- Legal Assignments
- Trainings Provided by County Counsel
- Contract and Board Report Review
- Claims processed during current fiscal year
- Worker's Compensation Claims processed
- Ergonomics Program

### Mission Statement

The mission of the Office of the County Counsel and Risk Management is to render professional, practical and trustworthy legal and risk management services to our county, special districts, and other agency clients in courteous and timely manner; to enable our clients to realize their goals within the bounds of the law; to be zealous advocates for those we represent; to act in an ethical and honorable manner in our contacts with all persons inside and outside the Office; and to provide a friendly and enriching working environment for all staff members to enable them to achieve their highest potential.



# Office of the County Counsel and Risk Management

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of new litigation files opened in the reporting fiscal years                | N/A        | 473        | 472        | 431        | 423        |
| 2. Number of litigation cases in pending/open status                                  | N/A        | N/A        | N/A        | 1,437      | 1,605      |
| 3. Number of new legal assignments opened in the reporting fiscal years               | N/A        | N/A        | 2670       | 3,288      | 4,076      |
| 4. Number of trainings provided by County Counsel to County departments               | N/A        | N/A        | N/A        | 10         | 6          |
| 5. Average contracts and board reports reviewed by attorney                           | N/A        | N/A        | N/A        | N/A        | 180        |
| 6. Number of claims opened  | N/A        | 138        | 116        | 139        | 113        |
| 7. Number of Workers' Compensation claims in open or pending status                   | 692        | 760        | 749        | 802        | 853        |
| 8. Number of new Workers' Compensation claims   | 513        | 474        | 486        | 542        | 574        |
| 9. Percent of County employees in compliance with the ergonomics training requirement | N/A        | N/A        | N/A        | 15.3%      | 21.5%      |



# Office of the County Counsel and Risk Management



## Story Behind the Performance

*The Office of the County Counsel:* County Counsel defends and prosecutes all civil actions and proceedings in which the County or any of its officers/employees is concerned or is a party in his or her official capacity, except where the Board provides other counsel to defend an action or proceeding brought against an officer or employee.

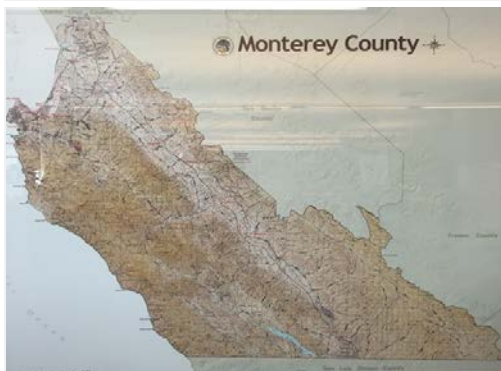
While the number of litigation files is one measure of workload/output, it does not tell a complete story. Performance under the identified categories is dependent upon a number of factors, including the complexity of a case, the underlying facts, and the relative “weight” or seriousness of the proceeding in question. These are considerations/measurements that are “qualitative” rather than “quantitative”.

Trainings presented by the Office of the County Counsel to the various departments and districts represent an effort to keep departments informed with current laws, rules and regulations. Instruction to the departments and districts and we represent aids in decreasing litigation and improving service to the community.

The Office of the County Counsel provides legal advice regarding a variety of matters that include board reports, agreements, general advice, land use applications, general plan implementation, and ordinances. All of these matters are dependent on number of factors, and could result in a simple phone call for legal advice or may require years of legal advice depending on the complexity. Land use projects, for example, may at times take many years to complete. The accompanying table is not reflective of all matters handled by the Office of the County Counsel, but a summary of some specific matters.

*Risk Management:* The Risk Management Division is responsible for the oversight and management of all County insurance and self-insurance programs, claims processing, safety and ergonomics. New and Open/Pending Workers’ Compensation Claims have increased steadily. To help combat the risk, Risk Management has hired a Safety Coordinator/Investigator (SC/I) for the Sheriff’s Department and is in the process of hiring another SC/I for Natividad Medical Center. The SC/I will be tasked with implementing a proactive safety program and instilling a safety culture to reduce and prevent workplace injuries, thereby minimizing the potential number of Workers’ Compensation claims.

The Countywide compliance for Employee Ergonomics training is improving steadily from 15.3% at the end of the FY 2014/15 to 21.5% by the end of FY 2015/16 due in large part to the availability of training online through Target Solutions.



# Managing for Results |

## Office of the District Attorney

### Major Program Areas

- Truancy Abatement
- Victim Compensation

### Mission Statement

The District Attorney represents the People of the State of California in all criminal prosecutions in Monterey County. The Office of the District Attorney is responsible for filing criminal charges, appearing in court in all felony and misdemeanor cases, and representing the People in all trials and sentencing proceedings in the courts of Monterey County. Our objective is to see that justice is done, and that criminal laws are fully and fairly enforced.



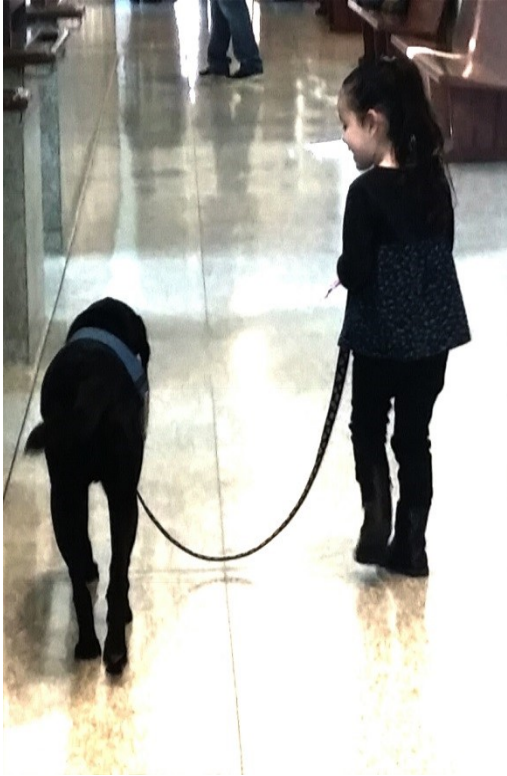


# Office of the District Attorney

## Key Department Performance Measures

| Key Performance Measure                                   | FY 2011-12 | FY 2012-13 | FY 2013-14  | FY 2014-15  | FY 2015-16 |
|---|------------|------------|-------------|-------------|------------|
|   | Actual     | Actual     | Actual      | Actual      | Actual     |
| 1. Truancy – Number of active cases monitored             | 6,033      | 5,604      | 5,943       | 6,532       | 6,813      |
| 2. Truancy – Number of individual mediation hearings held | 1,700      | 1,422      | 1,570       | 1,308       | 1,047      |
| 3. Truancy – Number of juvenile cases filed               | 350        | 312        | 324         | 387         | 324        |
| 4. Truancy – Number of parent cases filed                 | 162        | 209        | 198         | 172         | 165        |
| 5. Restitution – Court ordered private losses             | \$801,776  | \$774,072  | \$1,258,862 | \$1,963,380 | \$289,764  |
| 6. Restitution – Victim compensation ordered              | \$177,657  | \$641,183  | \$387,756   | \$196,380   | \$171,415  |
| 7. Restitution – Court ordered fines / fees to defendants | \$302,956  | \$782,969  | \$512,210   | \$834,989   | \$243,216  |

# Office of the District Attorney



## Story Behind the Performance

*Truancy Abatement:* The numbers for FY 2011-12 through FY 2015-16 represent the numbers for the entire fiscal / school year as collected by the truancy abatement program (TAP). "Active Cases" represent all students under the age of 18 who have been referred to the TAP at one point in the current of past school years. The Deputy District Attorneys assigned to the TAP have contact with truant students and their parents at mediation hearings. The significant reduction in the rate of the number of individual mediation hearings held reflects the success of DA intervention in abating truancy.

*Restitution:* The awards by the court for private losses vary by the year, but document the continuing impact of crime on our community and the financial losses incurred by our citizens. The victim's compensation awards show the additional funding provided by the state to assist our citizens who were victimized and need additional financial assistance. The court ordered fines/fees document the efforts of our courts to obtain the financial resources of the criminal offenders, which will be used to fund the Victim's Compensation Fund and provide direct compensation to the victims.

# Managing for Results |

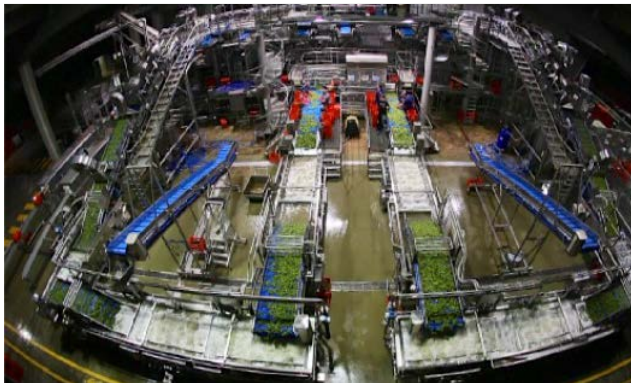
## Economic Development Department

### Major Program Areas

- Economic Development
- Housing
- Workforce Development Board (WDB)
  - Local Board Membership
  - Businesses Supported
  - Youth Out-of-School Served
  - Adult Job Seekers Served

### Mission Statement

The mission of the Economic Development Department is to plan, coordinate, and facilitate the County's efforts to attract, retain and grow businesses and jobs in the County.



# Economic Development Department

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of affordable units built   | 70         | 7          | 123        | 0          | 51         |
| 2. Number of First Time Home Buyer Loans issued   | 13         | 1          | 1          | 0          | 1          |
| 3. Transient Occupancy Tax Revenue influenced by Development Set-Aside agencies (in millions) | \$16.6     | \$17.9     | \$19.9     | \$21.5     | \$22.8     |
| 4. Number of local board memberships  | 35         | 35         | 31         | 31         | 27         |
| 5. Number of businesses supported   | N/A        | N/A        | 631        | 588        | 1355       |
| 6. Number of Youth Out-of-School served   | 120        | 102        | 92         | 90         | 150        |
| 7. Number of adult job seekers (new Adult and DW counts) served                               | 794        | 636        | 319        | 300        | 432        |

# Economic Development Department



## Story Behind the Performance

**Affordable Housing:** The Monterey County 2015-2023 Housing Element has identified 1551 affordable units to be built, based on the Regional Housing Needs Allocation (RHNA) assigned by AMBAG. The total of 1551 assigned affordable units over a period of eight years equates to an average of 194 affordable units per year to meet the RHNA. In FY 2015-16, there were 51 affordable units constructed, which is 26% of the RHNA based average of 194 affordable units assigned per year by AMBAG. The challenge to meet the needs for affordable housing units is a lack of funding and available properties that are designated for affordable housing.



**First Time Home Buyer Loans:** The current housing market is selling homes at prices exceeding the First Time Home Buyer (FTHB) purchase price cap of \$361,000, or bidding drives the home price over the \$361,000 cap. Inclusionary homes qualify for the FTHB Program because the home prices are under the \$361,000 cap, but currently there aren't any Inclusionary homes on the market. The challenge to increase the number of FTHB loans is the lack of affordable housing, rising home prices, and qualifying buyers under the Program Guidelines developed by the State Home Program.



**Transient Occupancy Tax (TOT) Revenue:** Development Set-Aside Agencies (DSA) - The County funds the Development Set-Aside Agencies: 1) Monterey County Convention and Visitors Bureau, 2) Arts Council for Monterey County, and 3) Monterey County Film Commission, based on a formula using the TOT revenue, from two prior fiscal years, and a flat rate for the Monterey County Business Council. The DSA Agencies implement programs that market Monterey County as a travel destination and support economic development activities that generate revenue for Monterey County, mainly through the tourism industry, which influences the Transient Occupancy Tax revenue. The DSA funding allocation for Fiscal Year 2016-17 is \$1,875,396.32, and is based on the same funding level as FY 2015-16. The TOT collected for FY 2014-15, in the amount of \$21,479,839.92 is one indicator of the overall economic growth in the region, and is the second largest revenue contribution to the County's General Fund. The TOT is directly influenced by the partnerships with the DSA Agencies, with a Return on Investment (ROI) of 11 to 1.



# Economic Development Department

## Story Behind the Performance



*WDB – Local Board Membership* – The Workforce Innovation and Opportunity Act (WIOA) empowers the Monterey County Board of Supervisors to appoint members to the private sector-led Monterey County Workforce Development Board with the responsibility of developing strategic and integrated local and regional plans that support economic growth and labor force needs intended to grow the capacity and performance of the workforce system. Each member represents one of the five Monterey County districts. Currently, twenty-seven appointed members represent a strong alignment of business, labor, education, economic development, community based organizations, vocational rehabilitation, and Wagner-Peyser systems.



*WDB – Number of Businesses Supported* – In effort to develop solutions that help meet the needs of the business community, the Monterey County Workforce Development Board's Business Services Team and its partners have aligned their resources to outreach and engage with employers. During Fiscal Year 2015-16, 1,355 businesses received an array of services including participation in job fairs and customized recruitment events, applicant screening and referrals, access to a pool of potential job candidates, tax credit and incentive information, and access to labor market information. Businesses forced to downsize and lay-off employees received information on resources and incentives to support and aid in workforce retention as well as strengthen their business. On-site informational sessions covering unemployment insurance, community resources, small business/entrepreneurship, reemployment, career options and training opportunities were provided to employers and laid-off workers.



*WDB – Number of Youth Out-of-School Served* – Effective Fiscal Year 2015-16, WIOA requires a much higher percentage of available local WIOA youth funds go toward serving out-of-school youth (75 percent versus 30 percent under the previous Workforce Investment Act (WIA)) and increases the eligible age range for out-of-school youth from 16 to 21 years old to 16 to 24 years old. All services are geared toward providing youth and young adults with career exploration and guidance, support for educational attainment, opportunity for skills training in in-demand industries and occupations, and attainment of a good job along a career pathway or enrollment in post-secondary education. During Fiscal Year 2015-16, the Monterey County Workforce Development Board put greater emphasis on its youth service providers to enroll out-of-school youth and offer employment, work experience and/or training services that are employer driven and linked to labor market demand. 150 out-of-school youth were enrolled during this time period. Incorporating strategies for recruiting and serving more of these young people is a priority of the Monterey County Workforce Development Board.

*WDB – Number of Adult Job Seekers Served* – To better meet the unique needs of individual job seekers, an array of career services are available through the America's Job Center of California delivery system in Monterey County that helps to place job seekers on a clear career pathway toward their training and employment goals. For Fiscal Year 2015-16, Monterey County received \$3.4 million in WIOA adult and dislocated worker formula funds. Of this amount, a minimum of 25 percent is required to be spent on participant job training. Ten percent of this requirement may be met by applying leveraged funds. During this period, Monterey County enrolled 432 job seekers and placed 263 into job training, investing a total of \$977,716 toward participant job training. This includes \$637,039 of its budget and \$340,677 in leveraged Pell Grant and on-the-job training employer match funds.



# Managing for Results |

## Elections Department

### Major Program Areas

- Election Administration

### Mission Statement

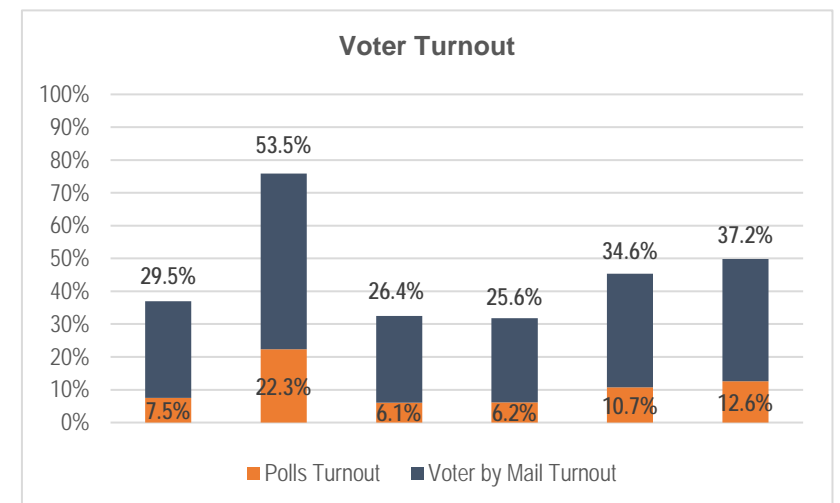
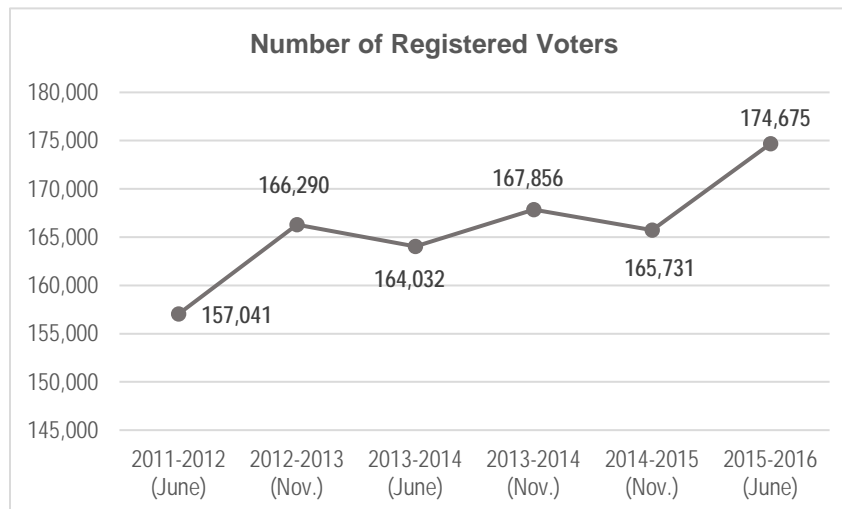
The mission of the Monterey County Elections Department is to promote public trust and to ensure the highest degree of integrity of the election process through excellent service and the administration of all federal, state and local elections in a uniform and consistent manner.



# Elections Department

## Key Department Performance Measures

| Key Performance Measure                                | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of registered voters (June)                  | 157,041    | NA         | 164,032    | N/A        | 174,675    |
| 2. Number of voters who voted at polls (June)          | 11,805     | N/A        | 9,943      | N/A        | 22,004     |
| 3. Number of voters who voted by mail (June)           | 46,413     | N/A        | 43,328     | N/A        | 65,017     |
| 4. Total number of registered voter turnout (June)     | 58,218     | N/A        | 53,271     | N/A        | 87,021     |
| 5. Number of registered voters (November)              | N/A        | 166,290    | 167,856    | 165,731    | N/A        |
| 6. Number of voter who voted at polls (November)       | N/A        | 37,078     | 10,380     | 17,751     | N/A        |
| 7. Number of voters who voted by mail (November)       | N/A        | 87,824     | 43,042     | 57,364     | N/A        |
| 8. Total number of registered voter turnout (November) | N/A        | 124,902    | 53,422     | 75,115     | N/A        |



# Elections Department



## Story Behind the Performance

The work of the Monterey County Elections Department takes place within seven areas: Administration, Candidate and Campaign Services, Data and Voting Technology, Precinct Services, Vote by Mail and Early Voting, Voter Registration Services and Bilingual Outreach and Education.

The 2015-2016 fiscal year showcased the Department's commitment to fulfill its mission as well as the County's mission. This fiscal year the Department conducted 5 elections, two scheduled and three unscheduled, without exceeding the Department's estimated budget. In addition, the Department logged hundreds of hours to process 100 petitions including nomination petitions and citizen initiated petitions at city, state and county levels.

Behind the scenes, the Department joined a statewide database representing 17.2 million registered voters from all 58 counties. The work to prepare for the go live date began at the beginning of the 2015-2016 fiscal year and included a voter maintenance project in which 182,000 registration cards were electronically archived.

The Monterey County Elections Department worked to shape legislation and give the County a say in the future of voting. Most significantly, the Registrar of Voters testified at legislative hearings on the subject of all mail ballot elections. Next year, Monterey County will work to participate in a pilot program in which all voters will receive ballots in the mail and universal polling places will be established to assist all voters in the County.

Outreach efforts work to educate and empower voters and those who are eligible to register to vote but have not yet done so; especially those who are underrepresented in the voting population. Highlights from our outreach events include: guest speaker and registration of voters at the Independence Day New Citizen Swearing in ceremony, guest speaker and registration of voters with the Honorable Secretary of State Alex Padilla during High school Voter Education week at Salinas High School, and host to Naval Post Graduate School students. In total Monterey County Elections participated in 73 outreach events reaching thousands of people in the community.

The professional development and cross-training of Elections personnel continues to be paramount to the overall success of the Department. Education and training highlights for the fiscal year include three graduates of the California Professional Election Administrator Credential Program, host and attendees of regional election administration training and a national Certified Elections Registration Administrator in addition to attending regularly county offered training.

# Managing for Results |

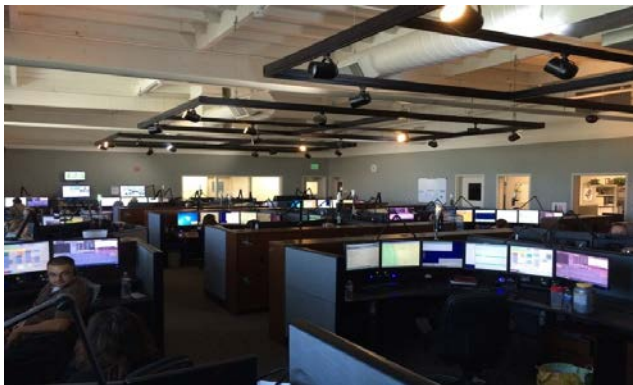
## Emergency Communications Department

### Major Program Areas

- Receive emergency and non-emergency requests for assistance from the public
- Dispatch appropriate law enforcement and fire protection emergency responders

### Mission Statement

The mission of the Emergency Communications Department is to operate a countywide, consolidated emergency communications center, providing 9-1-1 and non-emergency call answering and law enforcement, fire protection and emergency medical dispatch services for over 30 public safety agencies and for the community. The communications center serves as the vital link between members of the public in need and local public safety emergency response agencies.



# Emergency Communications Department

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of Emergency calls answered  | 177,783    | 188,921    | 209,334    | 198,163    | 186,651    |
| 2. Number of Non-emergency calls answered  | 362,977    | 305,769    | 336,818    | 363,874    | 382,787    |
| 3. Number of Emergency calls requiring language translation services provided  | N/APP      | N/APP      | N/APP      | N/APP      | 20,375     |
| 4. Percent of emergency/non-emergency calls answered within 10 seconds<br>(Target = 90%)                                   | 77%        | 80%        | 82.4%      | 86%        | 84%        |
| 5. Percent of emergency/non-emergency calls answered within 15 seconds<br>(Target = 95%)                                   | 94%        | 96%        | 95%        | 93%        | 96%        |
| 6. Number of Law Enforcement calls generated   | 524,062    | 524,458    | 541,746    | 539,352    | 502,497    |
| 7. Number of Fire Protection calls generated   | 47,008     | 47,123     | 49,031     | 51,785     | 49,346     |
| 8. Percent of calls dispatched to the correct location   | 99.99%     | 99.99%     | 99.99%     | 99.99%     | 99.99%     |
| 9. Average length of time between initiation of high priority calls for service and notification to the responsible agency | 85 sec     | 70 sec     | 72 sec     | 47 sec     | 55 sec     |



# Emergency Communications Department



## Story Behind the Performance

*Emergency Call Taking:* The Emergency Communications Department (ECD) receives 9-1-1 and other emergency and non-emergency calls from the public to report a crime, stop a fire or save lives. The public expects these calls to be answered and attended to in the most efficient way possible. The public is very sensitive to the amount of time they must wait for an emergency call to be answered by a 9-1-1 Dispatcher and by the time it takes for emergency responders to reach their location. The efficiency of this process is contingent on many variables, including the number of incoming calls at that time, the number of on-going incidents, the cooperation of the calling party, and available staffing. Efficiency is measured by the length of time the calling party waits for the call to be answered.

ECD promptly answers, enters into the computer aided dispatch system, and dispatches calls for service. The call takers gather critical information from callers and send the information via computer to police, fire and emergency medical dispatchers who are responsible for relaying the information to the first responders. The State of California 9-1-1 Emergency Communications Office has established professional public safety communications standards to provide fast, reliable and cost-effective access to 9-1-1 emergency services. During the busiest hour of any shift, ten seconds shall be the maximum amount of time in which incoming 9-1-1 calls are to be answered. There are however, many variables that may prevent from meeting this standard, to include the volume of activity, the information provided by the calling party, or the need for translation services. The goal of ECD is to adhere to these standards and consistently answer emergency and non-emergency calls within 10 seconds.

*Public Safety Emergency Dispatch Operations:* ECD performs dispatching functions for law enforcement and fire protection agencies. The Public Safety Telecommunicator (dispatcher) creates a Call for Service with the assistance of a computer aided dispatch (CAD) system for every request from the public for an emergency response. The Call for Service identifies the agency to be dispatched and provides the responding agency with the correct type of incident and location. Dispatch efficiency is measured by the length of time from the creation of the Call for Service to notification of the responding agency with the correct incident information.



# Managing for Results |

## Equal Opportunity Office

### Major Program Areas

- Training
- Equal Opportunity Plan

### Mission Statement

The mission of the Equal Opportunity Office is to promote fairness and equality. We are committed to protecting employees, applicants for employment, contractors, and those wishing to do business with the County, from unlawful discrimination, harassment, and retaliation. Through training and education, the Equal Opportunity Office promotes a non-discriminatory and harassment-free work environment for County employees, job applicants, and contractors.

We recognize, welcome, and value our diverse workforce because diversity allows the County to respond to the needs of the residents of Monterey County in a more effective and culturally sensitive manner by reflecting the community we serve.



# Equal Opportunity Office

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Percent of County Managers completing the Prevention of Sexual Harassment training for managers and supervisors (AB1825) | 33%        | 94%        | 98%        | 87%        | 91%        |
| 2. Percent of County employees completing the Preventing of Sexual Harassment training                                      | 48%        | 90%        | 89%        | 83%        | 86%        |
| 3. Percent of minorities within County job groups meeting labor market availability   | 85%        | 85%        | 80%        | 85%        | 85%        |
| 4. Percent of women within County job groups meeting labor market availability  | 50%        | 50%        | 50%        | 55%        | 55%        |

# Equal Opportunity Office

## Story Behind the Performance

*Training:* The County of Monterey is dedicated to providing a professional working environment that embodies mutual respect for the dignity and worth of its employees. Through training, employees learn practical skills to help stop offensive behavior which may lead to charges of sexual harassment and hostile work environment. Accordingly, each Monterey County official, employee, and agent is individually responsible for maintaining an environment free from all forms of discrimination. Through training and education, the Equal Opportunity Office promotes a non-discriminatory and harassment-free work environment.

*Equal Opportunity Plan:* The County of Monterey is an Equal Employment Opportunity Employer. The Equal Opportunity Office oversees and administers, implements and monitors the County's Equal Opportunity Plan to make sure the County complies with federal and state laws and regulations.

The Equal Opportunity Plan provides the framework for the County's policy on equal opportunity. The Plan is a coordinated program of policies, practices, procedures, and initiatives that ensure that the County's equal employment opportunities are ingrained in all aspects of County employment. The County's obligations include promoting diverse pools of applicants for County positions and maintaining an updated equal opportunity plan that identifies areas of underutilization of minorities and women within the County's twenty job groups.

The County has established placement goals for women and minorities for each occupational category and job group. These goals take into account the availability of qualified persons in the relevant labor market availability. Labor market availability refers to the pool of employed persons or persons seeking employment in the labor force. The County takes this labor market data from the Equal Opportunity Tabulation, which examines labor force diversity using United States Census data. The Equal Opportunity Office strives to promote diversity within every single job group and occupational category by reporting statistics on the hiring of women and minorities, statistics that are then used by County departments in the direct recruitment, interviewing, and hiring process.

# Managing for Results |

## Health Department

### Major Program Areas

- Population-based Health and Equitable Access to Care
- Individual Health and Wellness
- Environmental Health and Protection

### Mission Statement

Monterey County Health Department enhances, protects and improves the health of the people in Monterey County through a wide variety of health-related services in the areas of public health, environmental health, behavioral health, and clinic services.



# Health Department

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Employment position occupancy rate<br>(Target = >90%)  | NA         | 89%        | 85%        | 85%        | 83%        |
| 2. Eligible animals adopted, transferred to rescue groups, or reclaimed by owner<br>(Target = >60%) | NA         | NA         | 61%        | 65%        | 47%        |
| 3. Hospitalized behavioral health clients re-admitted within 30 days<br>(Target = <17%)             | NA         | NA         | 27%        | 14%        | 13%        |
| 4. Youth ages 2-17 with body mass calculations in the prior 6 months<br>(Target = >95%)             | NA         | 21%        | 59%        | 69%        | 73%        |
| 5. Advanced life support calls that meet response time criteria<br>(Target = >90%)                  | 93%        | 95%        | 93%        | 92%        | 89%        |
| 6. Inspections of high risk food facilities<br>(Target = >105)                                      | NA         | NA         | NA         | 72         | 113        |
| 7. Water well applications processed within 10 working days<br>(Target = >90%)                      | NA         | NA         | 78%        | 100%       | 109%       |
| 8. Pounds of recyclable and waste collected at cleanup events<br>(Target = 13,000 pounds)           | NA         | NA         | NA         | 19,628     | 12,522     |
| 9. Public Guardian investigations begun within 10 working days after referral.<br>(Target = 100%)   | 100%       | 100%       | 100%       | 100%       | 100%       |
| 10. WIC-enrolled mothers providing any breastfeeding at 6 months<br>(Target = >43%)                 | NA         | 39%        | 43%        | 44%        | 45%        |



# Health Department

## Monterey County Cares



## Monterey County



Preparing Together

## Story Behind the Performance

Monterey County Health Department is responsible for protecting the health of the entire community by offering primary and specialty health care, disease surveillance, health education, collaborating with partners to improve health equity, and enforcing laws and regulations to protect health. The Department comprises approximately 20% of the County's workforce. The Department has doubled revenue growth from \$120 million in FY 2011-12 to approximately \$241 million in FY 2016-17. Department staff has grown from 761 full time employees in FY 2011-12 to about 1,078 five years later, in FY 2016-17, representing a 30% growth rate.

Programmatically:

- The Administration Bureau created the 2016-2021 Strategic Plan with additions to strengthen organizational functions.
- The Behavioral Health Bureau is now partnering with County Social Services to improve services for foster care and probation populations.
- The Clinic Services Bureau added two new clinics on the Natividad Campus and is constructing a new clinic in Seaside.
- The Emergency Medical Services Bureau created its strategic plan and is evaluating new practices for efficiency and accountability.
- The Environmental Health Bureau is exploring shared services with the City of Salinas in an effort to improve efficiencies and effectiveness of services provided to County and City residents.
- The Public Guardian/Administrator is working more closely with hospitals to facilitate client transfers.
- The Public Health Bureau is transitioning some public health nurses to case managers for patients who are high utilizers of emergency departments and hospital rooms.

# Managing for Results |

## Human Resources Department

### Major Program Areas

- Employee Benefits
- Human Resources Information Systems
- Labor Relations
- Learning & Organizational Development
- Performance Appraisals

### Mission Statement

The Human Resources Department, through strategic and collaborative partnerships, fosters organizational excellence and develops and sustains a diverse and talented workforce to serve our community.



# Human Resources Department

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Flexible Spending Account (FSA) Plan Participation  | N/A        | N/A        | 20%        | 22%        | 26.5%      |
| 2. Percent of Employee Status Maintenance Transactions (ESMT's) rejected through workflow approvals<br>(Target for FY 2016-17 = 45%)                       | 34.08%     | 43.73%     | 45.30%     | 36.89%     | 49.13%     |
| 3. Number of labor related complaints<br>(Target for FY 2017-18 = 10% reduction per year)  | N/A        | N/A        | N/A        | N/A        | N/A        |
| 4. Percent of staff completing Learning and Organizational Development mandatory and elective training that rate the course was of value<br>(Target = 90%) | N/A        | N/A        | N/A        | N/A        | 95%        |
| 5. Percent of annual performance appraisals completed on time<br>(excluding one department)  | N/A        | 78%        | 78%        | N/A        | 67%        |

# Human Resources Department



## Story Behind the Performance

The Flexible Spending Account program was implemented July 1, 2014. At the time of implementation the projected participants were 5-10% for the first year, 10-15% the second year and 20+% the third year with subsequent annual increases expected. The FSA program has met and exceeded these projections.

With the implementation of Advantage HRM version 3.7 on September 7, 2010, the responsibility of maintaining employee status information (new hire, promotion, transfer, salary increases etc.) transitioned from the Auditor-Controller's Office to the Human Resources (HR) Department. This change was predicated on the need for the County to separate HR related duties and functions in order to ensure internal controls. Human Resources trained County staff and created a Help Desk to assist staff in learning their new responsibilities. In November 2011, a rejection query for the period of September 7, 2010 through June 30, 2011 was requested in order to assess the effectiveness of training and support provided and to establish a baseline for future measurement. The rejection rate for ESMT's at that time was 56.71% with documents being rejected multiple times. A trend has been identified of higher rejection rates typically coming from departments without dedicated HR staff. The Human Resource Department is currently engaged in the upgrade of Advantage HRM version 3.7 to version 3.10 with an anticipated "go-live" date in May, 2017. The upgrade project is planned to deliver more comprehensive user guides and training with the expectation that the rejection rates will decline.

Aiming to reduce the number of labor related complaints; Human Resources promotes consistent interpretation and application of Memoranda of Understanding and policy while evoking labor-management partnerships that have a positive impact on the organization.

Mandatory courses include Customer Service and Key Practices for Successful Supervisors. Some of the elective courses offered include Crucial Conversations, Leadership Challenge, 7 Habits of Highly Effective People, Writing Advantage, Project Management, 7 Habits for Managers and Generational Differences in the Workplace.

The HR performance measures are a work in progress. The new HR Director has inherited the current department status as of July 1, 2016. The department will conduct analysis of the organization's needs and as such align its business operations according to any adjustments needed with updated measures for performance.



# Managing for Results |

## Information Technology Department

### Major Program Areas

- Applications
- Customer Support
- Enterprise Operations
- Infrastructure
- Security

### Mission Statement

The mission of the Information Technology Department is to foster the use of proven state-of-the practice information and telecommunication technologies in the most strategic, cost-effective and efficient ways possible to support internal County operations and business activities and deliver quality services with trained, self-motivated and capable professionals.





# Information Technology Department

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Percentage increase in number of users visiting the new county website post implementation of the content management system (CMS) | N/A        | N/A        | N/A        | N/A        | 26.0%      |
| 2. Percentage of surveyed customers that are satisfied with ITD services provided (Target = 90%)                                     | N/A        | N/A        | N/A        | 79.0%      | 80.0%      |
| 3. Percentage of physical servers that are migrated to virtual environments (Target = 75% by FY18/19)                                | N/A        | 5.1%       | 6.7%       | 6.5%       | 17.6%      |
| 4. Total ITD spent as a percent of total county revenue (Target = 2%)  | 1.9%       | 1.8%       | 1.9%       | 1.9%       | 1.8%       |
| 5. Number of public safety radio coverage incidents reported   | N/A        | N/A        | N/A        | 245        | 104        |
| 6. Percentage of time network service was available (Target = 99.9%)   | 99.8%      | 99.8%      | 99.7%      | 99.8%      | 99.9%      |
| 7. Percentage of county employees completing security awareness training (Target = 100%)   | 48.0%      | 47.0%      | 61.0%      | 77.0%      | 85.0%      |
| 8. Percentage of advanced malware events contained within 2 business hours (Target = 100%)   | N/A        | N/A        | 93.0%      | 100.0%     | 100.0%     |

# Information Technology Department



## Story Behind the Performance

The County of Monterey Information Technology Department (ITD) will deploy and foster the use of proven state-of-the-practice technology solutions in the most strategic and cost effective ways possible to support internal County operations and business activities. ITD will embrace information technologies as a strategic enabler, embedding it as a critical and fundamental component in all that the County does, while ensuring its use and applications are aligned with and supportive of the efficient and responsive delivery of services to all of the County's constituents (its residents, businesses, institutions and visitors).

In an ongoing effort to provide modern infrastructure and remove obsolete technologies, ITD continues to build out network and compute infrastructure to support more than 100 Monterey County facilities and enhance our ability to serve the public, provide network services, and maintain interconnectivity of all information resources. We have completed Phase 1 of our network technology refresh that is the foundation for all voice, data and video services. We have increased the overall reliability of Monterey County's revamped Next Generation Analog Overlay system for Public Safety and will improve its performance and coverage with the Next Generation Digital Radio System. ITD continues to drive server virtualization by migrating aging, less energy efficient physical servers to modern virtual servers that reduce power and cooling costs, reduce carbon footprint and enable rapid provisioning. By leveraging world class enterprise cloud based applications such as Office 365, SharePoint and ServiceNow we have driven down license and maintenance costs and improved accessibility and functionality. ITD implemented an enterprise content management system for the new Monterey County website using Vision Content Management System (CMS) with excellent customer adoption. Website content is easily maintained, has a consistent look and feel, is accessible to users with disabilities and allows users to consume content from any device. In order to maintain security throughout the technology stack, information security awareness training has been made available to all county employees with an over 85% participation rate. ITD Security monitors the County's network and systems and responds to intrusion, malware and exploit events and have been able to successfully contain 100% of events within SLA.

ITD continues to invest in talent and becoming an agile organization that is better able to adapt to changing conditions and pressures, create successful partnerships and build trusted relationships with customers. Customer satisfaction is measured via surveys and drives continuous improvement opportunities throughout the ITD organization. By leveraging modern technologies and business practices we have been able to maintain overall expenditures year over year while providing increased capabilities and increased satisfaction to our customers.

# Managing for Results |

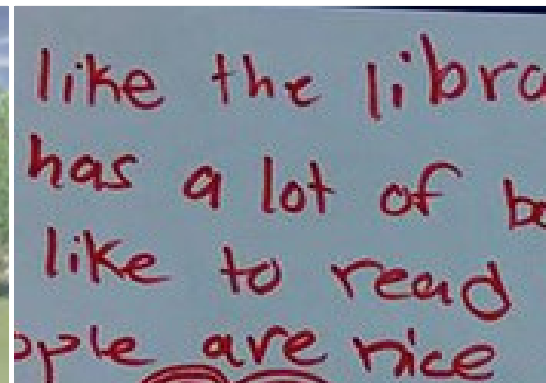
## Library

### Major Program Areas

- Community-Based Libraries
- Technology Access
- Lending Materials

### Mission Statement

The mission of Monterey County Free Libraries is to bring ideas, inspiration, information and enjoyment to our community.



# Library

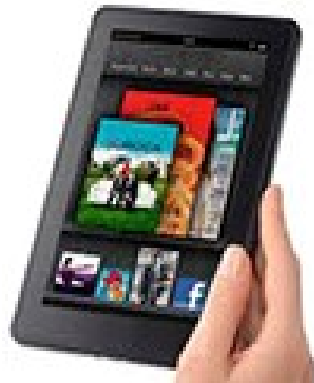
## Key Department Performance Measures

| Key Performance Measure                      | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Number of visits                          | 958,852    | 885,633    | 889,397    | 873,444    | 774,085*   |
| 2. Number of technology sessions completed** | 200,713    | 162,313    | 166,699    | 170,287    | 150,920*   |
| 3. Number of items borrowed                  | 666,319    | 649,117    | 620,206    | 601,274    | 559,479*   |

\* Carmel Valley, Big Sur, and Seaside branches were closed temporarily for renovations.

\*\*Public Libraries nationwide, including MCFL are developing processes to collect reliable data on Wi-Fi use and eBook/eResource use. Conservatively, items borrowed and technology usage is probably 20% higher this FY than reported.

# Library



*"Look at the life stories of our most admired leaders in every field of endeavor who came from very humble beginnings, and you will almost always find libraries were key to their access to the Great American Dream." American Library Association Past President, Molly Raphael*

## Story Behind the Performance

*Supporting Health and Human Services Strategic Initiatives:* Community-based Libraries – 774,085 visits

The 2015 Pew Research Study, "Libraries at the Crossroads", cites that the majority of adults believe their communities would be negatively impacted by the loss of their public library and one third say it would negatively impact their family. Since 1912, Monterey County Free Libraries (MCFL) has established and operated the majority of public libraries in the County of Monterey. Currently, MCFL has 16 branch locations and two bookmobiles. Four cities operate and fund their own public libraries: Monterey, Pacific Grove, Carmel-by-the Sea and Salinas with a combined total of 6 additional community libraries and 2 bookmobiles. MCFL branches locations: Aromas, Big Sur, Bradley, Buena Vista (Las Palmas), Carmel Valley, Castroville, Gonzales, Greenfield, King City, Marina, Pajaro, Prunedale, San Ardo, San Lucas (opening 2016/17), Seaside and Soledad. MCFL Bookmobiles make 15 regular stops, 9 in North County and 9 In South County.

Skilled and welcoming staff, reflective of the communities served, oversee MCFL buildings, collections, technology, services and programs. Without community branch libraries, Monterey County would be a very different place. For over a century, MCFL branches have been trusted civic anchor points through which positive transformation of individuals, families, neighborhoods, communities and Monterey County at large takes place. An example of the effectiveness of MCFL in large scale community transformation was the 1991 introduction of personal computers and internet in the branches. Public Libraries are well known for their responsiveness to community needs based on local and societal changes.

*Technology Access:* 150,920 technology sessions

People who used a library or bookmobile in the past year are more likely than non-library users or less-recent users to be technology users. (Pew Research, Libraries and Learning 2016). Digital literacy continues to be an economic indicator of healthy communities. In 2016, MCFL connected all branches to the CENIC/CALREN network which provides 1 gigabit per second connectivity to the internet. With society's shift to mobile technologies, MCFL is responding with more reliable and robust Wi-Fi service in the branches. In FY 2016/17 wi-fi connections will be 100 times faster than our current service and will meet newly established California Public Library benchmarks for internet connectivity.

*Materials Borrowed:* 559,479 items

2016 Pew Research shows the majority of Americans think local libraries serve the educational needs of their communities and families well and library users often outpace others in learning activities and self- identify as lifelong learners. In 2015/16, E-book and E-audio borrowing increased by 40 %. The value of materials borrowed from MCFL, including books, videos, audio materials, magazines, toy kits and E-resources, equates to over 8 million dollars based on the value of each item circulated at \$15.



# Managing for Results |

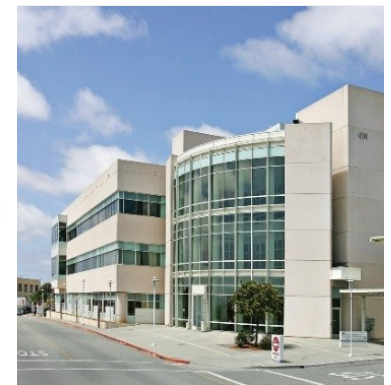
## Natividad Medical Center

### Major Program Areas

- Level II Trauma Center
- Teaching Hospital
- Emergency Services
- Medical/Surgical and Intensive Care
- Maternity/Pediatric Care
- Neonatal Intensive Care
- Surgery/Bariatric Services
- Mental Health Unit
- Family Medicine and Specialty Care Services
- Acute Rehabilitation Center

### Mission Statement

The mission of the Natividad Medical Center is to continually monitor and improve the health of the people, including the vulnerable, in Monterey County through coordinated, affordable, high quality health care.



# Natividad Medical Center

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Average daily census   | 93.6       | 94.3       | 93.3       | 98.5       | 104.8      |
| 2. Deliveries per month   | 234        | 219        | 204        | 218        | 208        |
| 3. Emergency Department visits per month  | 3,792      | 3,984      | 3,983      | 4,409      | 4,311      |
| 4. Level II Trauma Center patients  | N/APP      | N/APP      | N/APP      | 808        | 1,541      |
| 5. Rate of hospital readmissions within 30-days   | N/APP      | 12.4%      | 11.0%      | 7.5%       | 9.0%       |
| 6. Rate of hospital patient satisfaction – always favorable communications with nurses  | 73.9       | 73.7       | 77.4       | 72.5       | 73.1       |
| 7. Rate of hospital patient satisfaction – always favorable communications with doctors | 81.8       | 79.5       | 83.0       | 80.8       | 76.5       |
| 8. Language Access Services: Number of interpreter encounters per month                 | N/APP      | 1,500      | 2,500      | 3,300      | 3,340      |
| 9. Total Medi-Cal net patient revenues received (in millions)                           | \$54.1     | \$49.4     | \$48.8     | \$56.8     | \$69.9     |
| 10. Total Managed Care net patient revenues received (in millions)                      | \$53.0     | \$50.1     | \$49.8     | \$80.5     | \$101.1    |
| 11. Productive full time equivalents per adjusted occupied bed                          | 5.43       | 5.34       | 5.44       | 5.43       | 5.79       |
| 12. Number of staff new hires per fiscal year   | 123        | 146        | 179        | 283        | 369        |

# Natividad Medical Center



You have the right to a medical interpreter, at no cost to you.



**CELEBRATING NATIONAL NURSES WEEK 2016**

## Story Behind the Performance

Natividad Medical Center (NMC) is a 172-bed acute care hospital owned and operated by Monterey County. As the safety-net hospital providing health care to the residents of Monterey County for over 131 years, NMC provides health care access to all patients regardless of their ability to pay. NMC offers inpatient, outpatient, emergency, diagnostic and specialty medical care. The hospital operates with a medical staff of over 310 physicians and provides 38,000 patient days and 52,000 emergency department visits each year. NMC is a Level II Trauma Center providing the immediate availability of specialized personnel, equipment, and services to treat the most severe and critical injuries. NMC is the only teaching hospital on the Central Coast, through its affiliation with the University of California, San Francisco (UCSF).

NMC embraces performance improvement measurement as part of strategic goal attainment. Key performance measures are monitored by NMC leadership and reported to the NMC Board of Trustees and Monterey County Board of Supervisors. Rationale for the selection of these key performance measures includes the following:

- Crucial to NMC's ongoing success will be the continued growth in terms of volume and revenues of key clinical services.
- NMC is a newly designated (January, 2015) Level II Trauma Center providing the immediate availability of specialized personnel, equipment and services to treat the most severe and critical injuries. Monitoring of its performance is of the highest priority.
- The hospital readmission rate refers to a patient's being admitted to a hospital within a certain time period from an initial admission. The Medicare Hospital Readmissions Reduction Program (HRRP) established in the Affordable Care Act (ACA) provides a financial incentive to hospitals to lower readmission rates.
- NMC participates in the first national, standardized, publicly reported survey of patients' perspectives of hospital care. Two patient experience indicators from the HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) Survey: Rate of Hospital Patient Satisfaction – Always Favorable Communications with Nurses and Always Favorable Communications with Doctors are included as key performance measures.
- NMC has established a robust Language Access Services program as part of the provision of safe, reliable, high quality health care to patients and to improve patient satisfaction. Monitoring and reporting on the number of interpreter encounters facilitated by qualified interpreter occurs regularly.
- Salary, wages, and benefits are the most significant cost items for a hospital. NMC spends 65% to 70% of total operating expenses on labor costs. The Productive Full Time Equivalents (FTEs) per Adjusted Occupied Bed (AOB) is a healthcare standard productivity measure.
- New staff positions filled within the Fiscal Year is a Human Resources key performance measure related to successful recruitment objectives in response to expanded demand for an engaged and committed work force.

# Managing for Results |

## Parks Department

### Major Program Areas

- Day Use Parks
- Laguna Seca
- Lakes Resorts

### Mission Statement

The mission of the Parks Department is to maintain stewardship over a countywide system of parks. These outdoor recreation resources will be managed in an entrepreneurial, financially sustainable way to preserve, promote, and interpret the natural environment, encourage healthy recreation activities, inform people about the richness of Monterey County's history and provide recreational opportunities that will create lifelong memories that will build family and communities.



# Parks Department

## Key Department Performance Measures

| Key Performance Measure                                      | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| The Parks Department has yet to define performance measures. | N/A        | N/A        | N/A        | N/A        | N/A        |



# Parks Department



## Story Behind the Performance

In July, 2016, the Director of Parks resigned, and temporary oversight of the department was given to the Resource Management Agency (RMA) by the Board of Supervisors. The RMA has been tasked with evaluating current operations and developing a comprehensive plan to help the Parks Department achieve both the fiscal and community based goals of its mission statement. As part of this process, the RMA will work throughout FY 2016-17 to develop measurable and achievable performance measures which will allow the County to manage the department for results while improving the overall parks system.

# Managing for Results |

## Probation Department

### Major Program Areas

- Adult Supervision
- Juvenile Supervision
- AB 109 - PRCS Supervision

### Mission Statement

The mission of the Monterey County Probation Department is to provide protection to the citizens of Monterey County. We strive to prevent and reduce the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles who come within the jurisdiction of the Probation Department. We accomplish this through prevention activities, preparation of appropriate reports, recommendations to the Court, enforcement of court orders, operating our juvenile institutions, and providing assistance to victims. We continually seek and develop new methodologies in probation services.



# Probation Department

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Percent of Adults who successfully completed probation  | N/A        | 70%        | 65%        | 67%        | 63%        |
| 2. Percent of Juveniles who successfully completed probation                                     | N/A        | 80%        | 86%        | 75%        | 75%        |
| 3. Number of individuals released from state prison to Post Release Community Supervision (PRCS) | 303        | 216        | 182        | 226        | 210        |
| 4. Percent of individuals who successfully completed their PRCS supervision                      | 33%        | 67%        | 73%        | 76%        | 72%        |

# Probation Department



## Story Behind the Performance

*Adult Supervision:* Within the Adult Division, most grants of probation are for a term of three years. Each grant of probation is closed as a natural course of expiration, or may be terminated by the Court on an earlier date for successful compliance. Individuals who commit new crimes or violate the terms and conditions of their probation may have their probation revoked by the Court. An individual is deemed to have successfully completed their supervision when it expires or is granted an early termination for compliance.

*Juvenile Supervision:* Within the Juvenile Division, the Court may place minors under the formal supervision of the Probation Department. Probation may be successfully terminated when the case expires as set by the Court or the Court may terminate the case on an earlier date due to the positive progress of the minor. Unsuccessful terminations would be those cases in which the Court decided to terminate probation due to the minor committing a new crime or violating the conditions of his or her probation.

*Post Release Community Supervision (PRCS):* AB109 shifted responsibility of supervision and incarceration of certain people convicted of non-serious, non-sex, non-violent offenses from state prison and parole to probation and county jails. Inmates who are released from prison to the jurisdiction of Monterey County Probation are referred to as "Post Release Community Supervision" (PRCS). These individuals are supervised for a maximum term of three years. However, termination is required by law if the individual has not had any violations resulting in their incarceration for any consecutive 12 month period. If the individual either fails to comply with their conditions of supervision, or commits a new crime, their PRCS may be revoked and terminated by the Court.



# Managing for Results |

## Public Defender's Office

### Major Program Areas

- *Under development*

### Mission Statement

The Monterey County Public Defender's Office is dedicated to ensuring that the constitutional right to counsel is not simply an empty promise. It is a continuing reality in the courts of Monterey County.



# Managing for Results |

## Resource Management Agency

### Major Program Areas

- Planning and Building Services
- Roads, Bridges and Engineering
- Facilities and Architectural Services

### Mission Statement

The mission of the Resource Management Agency (RMA) is to provide the public with easy access to a range of land use regulatory functions including Building Services, Environmental Services, Planning and Public Works, to ensure safe construction, planning for future County needs, managing infrastructure and county facilities, and protecting the natural resources of Monterey County.



# Resource Management Agency

## Key Department Performance Measures

| Key Performance Measure  | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|--|------------|------------|------------|------------|------------|
|  | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Percent of discretionary land use permit applications decided by an initial study (ND/MND) completed within 180 days<br>(Target = 100%) | N/A        | 63%        | 29%        | 58%        | 52%        |
| 2. Number of long-range planning projects completed in a year<br>(Target = 30 projects per year)   | 9          | 6          | 30         | 24         | 16         |
| 3. Percent of County of roads (1,234 miles) at Pavement Condition Index rating of 60 or above (Target = 50%)                               | N/A        | 17%        | 17%        | 17%        | 17%        |
| 4. Percent of fully funded priority Capital Improvement Program (CIP) projects on schedule and on budget<br>(Target =100%)                 | N/A        | 75%        | 89%        | 74%        | 72%        |
| 5. Percent of building permits issued over the counter<br>(Target = 60%)   | 65%        | 63%        | 61%        | 67%        | 54%        |

# Resource Management Agency



## Story Behind the Performance

Fiscal Year 2015-2016 was a year of significant operational change and challenges for the Resource Management Agency (RMA). The Board of Supervisors approved an RMA-wide re-organization, which created three distinct divisions consisting of Land Use and Community Development, Public Works and Facilities, and Administrative Services. This restructuring helped the RMA weather a high level of attrition in key positions at all levels. In addition to restructuring and loss of staff, the RMA was assigned day-to-day operation of the Parks Department on an interim basis. The RMA Director is currently serving as acting Director of Building Services, acting Director of Planning, and Interim Director of Parks. The cumulative effect of these changes is reflected in the key performance measures either declining or remaining static this year. The most significant staffing impacts occurred in planning, which is reflected in the permit process measures. On the other hand, working with limited resources has brought forward some innovative solutions to be more efficient in how we do business. RMA is excited to grow into its revitalized organizational structure that is designed to manage for results and increase performance throughout the year at all levels of the agency.

# Managing for Results |

## Sheriff's Office

### Major Program Areas

- Corrections Operations Bureau (COB)
- Enforcement Operations Bureau (EOB)
- Administration Operations Bureau (AOB)

### Mission Statement

The mission of the Monterey County Sheriff's Office is to safeguard the lives and property of the people within our county. We perform our law enforcement and custody duties with honor and integrity in order to guard the public trust. Our highly trained and competent workforce reflects the diversity of our community and demonstrates the highest standards of professionalism.



# Sheriff's Office

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. COB – Number of County Jail bookings processed                   | 11,857     | 11,564     | 11,475     | 11,115     | 11,122     |
| 2. COB – Average number of days a released inmate is housed in jail | 32         | 33         | 33         | 34         | 33         |
| 3. EOB – Number of calls for service completed                      | N/A        | N/A        | N/A        | N/A        | 53,281     |
| 4. EOB – Number of violent crimes reported                          | N/A        | N/A        | N/A        | N/A        | 919        |
| 5. AOB – Number of applicant background checked                     | 305        | 342        | 550        | 810        | 549        |
| 6. AOB – Number of employees hired                                  | 70         | 160        | 102        | 124        | 154        |



# Sheriff's Office



## Story Behind the Performance

*Corrections Operations Bureau (COB):* In order to address overcrowding in the state prison system, certain non-violent offenders have been transferred from state prison or sentenced to serve their time in our county jail. As a result, some inmates are now spending many years in our jail instead of less than one year in our jail prior to the AB109 State Realignment. This places even more pressure on our jail. The placement of state prisoners in our jail requires changes and modifications to meet the requirements to house state inmates. Further, more sophisticated state prisoners will now join the ranks of our local inmates.

Staffing and condition of the facility continues to be a challenge. The jail is a small community that requires many of the same life necessities as any other community. With nearly one thousand inmates and workers on a daily basis, there are challenges of safe inmate movement to perform a variety of routine functions, such as: booking inmates, housing inmates, feeding three times a day, commissary delivery, laundry service, mail service, doctor visits both inside and outside the facility, attorney visits, family visits, recreation, library, facility repair and cleaning, education programs and religious services to name just to name a few. Low staffing makes this coordinated and safe movement a challenge. The Sheriff's Office is diligently addressing staffing issues in a variety of innovative ways.

*Enforcement Operations Bureau (EOB):* The staffing for field operations continues to be a challenge. The Sheriff's Office patrols and investigates crimes within the County's 3771 square miles. The average number of Deputy Sheriffs per shift covering this entire area is 11. Sheriff Deputies are often requested to assist local police agencies, which places further strain on staffing. Further, Sheriff Deputies are often requested at large events throughout the County to maintain security for various international events. These events draw tens of thousands of spectators. These events also have a tremendous economic impact on our local economy. With collateral assignments for Deputies, the Sheriff's Office is able to maintain a variety of specialized units including: SWAT, Bomb Unit, Search & Rescue, Mobile Field Force and K9s.

*Administration Operations Bureau (AOB):* The Sheriff's Office annual budget is approximately \$100 million. The Sheriff's Office has nearly 90 complex contracts with outside vendors. With nearly 450 employees, monitoring mandatory training and Human Resource issues is a challenge. The training of new Deputy Sheriffs is complex and time consuming. Worker's Compensation cases play a significant role in employee absence, which often times increases overtime. The Sheriff's Office is diligently addressing Worker's Compensation claims in order to reduce future claims.

# Managing for Results |

## Department of Social Services

### Major Program Areas

- Community Benefits
- Family and Children's Services
- Aging and Adult Services
- CalWORKs Employment Services
- Military and Veterans' Affairs

### Mission Statement

The mission of the Department of Social Services is to promote the social and economic self-reliance of each individual and family we serve through:

- Employment services
- Temporary financial assistance
- Social support services
- Protective services to children, dependent adults & seniors
- Partnerships with the community to develop and support social change, highlighting personal responsibility and self-sufficiency



# Department of Social Services

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Total county residents aided   | 128,594    | 134,455    | 160,749    | 182,587    | 198,558    |
| 2. Percent of Community Benefits applications processed timely                | 86.43%     | 86.60%     | 78.28%     | 78.40%     | 86.39%     |
| 3. Rate of work participation for all CalWORKs (not including WINS)           | 18.4%      | 20.7%      | 28.2%      | 41.1%      | 45.1%      |
| 4. Average monthly number of IHSS recipients                                  | 3,893      | 3,894      | 4,036      | 4,305      | 4,424      |
| 5. Number of adult protective services referrals                              | 704        | 733        | 822        | 1,202      | 1,491      |
| 6. Number of child maltreatment allegations referred                          | 2,765      | 2,537      | 2,223      | 2,896      | 3,031      |
| 7. Children in care per 1,000 children in population                          | 2.4        | 2.5        | 2.9        | 3.1        | 3.8        |
| 8. Percent of children with no recurrence of maltreatment within 6 months     | 96.5%      | 93.5%      | 94.2%      | 94.4%      | N/A        |
| 9. Percent of children in foster care with less than or equal to 2 placements | 93.2%      | 92.5%      | 91.7%      | 92.5%      | 88.8%      |
| 10. Number of Veterans served in the office                                   | 1,058      | 5,104      | 6,562      | 8,418      | 9,419      |

# Department of Social Services



## Story Behind the Performance

Monterey County Department of Social Services administers over seventy programs that reach approximately 45% of the residents of Monterey County. The Department is one of the largest county departments providing public assistance programs, employment services, social services for children and their families, adults with disabilities, seniors, and military veterans. The Department of Social Services is the designated agency responsible for the investigation of child abuse, and dependent adult and elder abuse in Monterey County.

*The Community Benefits Branch:* The Branch plays a key role in the local economy by providing by providing CalFresh benefits totaling approximately \$92 million per year and health coverage to nearly 200,000 individuals. Implementation of expanded Medi-Cal program under Health Care Reform has been a major undertaking for the Branch. The Department conducts consistent outreach to promote and facilitate access to these benefits through the MC CHOICE unit. This group of workers serve customers in multiple locations every day.

*CalWORKs Employment Services Branch:* The Branch offers an array of trainings and supportive services to participants. Some of the services include vocational assessment, employment readiness and job appraisal, child care, transportation, and work related education and training expenses. A number of initiatives including subsidized employment and family stabilization have been implemented to better promote self-sufficiency.

*The Aging and Adult Services Branch:* The Branch protects seniors who are vulnerable or disabled. This branch assists seniors in accessing protection and attaining independence and self-sufficiency. In Home Supportive Services is a non-medical home care program serving low-income seniors, adults and children with disabilities. This program pays for services of a home care provider. The In-Home Supportive Services program has increased significantly with the aging population and restoration of the across the board 7% reduction in services previously mandated under California law.

*The Family and Children's Services Branch:* The Branch offers child protective services, foster care services, and adoption services to children and youth in Monterey County. The mission of this branch is to prevent the occurrence of child abuse and neglect. Additional social worker positions were added to address the growth in child abuse reports and support numerous program changes mandated by the Continuum of Care Reform that is scheduled to take effect in January 2017.

*The Military and Veterans' Affairs Office:* The Office serves the local veteran community by providing benefit claims assistance and advocacy. This branch also offers information and referral to community services and eligibility information for state and federal programs, including completion of applications and appeals.



# Managing for Results |

## Treasurer-Tax Collector

### Major Program Areas

- Treasurer
- Tax
- Revenue

### Mission Statement

The Treasurer-Tax Collector serves the residents of Monterey County and public agencies by protecting the public trust through the delivery of valuable, professional and innovative services in the collection of property taxes, fines, fees, banking and investment services.





# Treasurer-Tax Collector

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. Treasury: Percentage of reporting period quarterly portfolio yield exceeding average of industry benchmarks<br>(Target = 100%)   | 100%       | 100%       | 100%       | 100%       | 100%       |
| 2. Treasury: Percentage of invested portfolio maintaining a weighted average maturity (WAM) of two years or less<br>(Target = 100%) | 100%       | 100%       | 100%       | 100%       | 100%       |
| 3. Tax: Percentage of property taxes collected- secured<br>(Target = 97%)   | 98.6%      | 98.8%      | 99.1%      | 99.1%      | 99.2%      |
| 4. Tax: Percentage of property taxes collected – unsecured<br>(Target = 96%)  | 97.4%      | 98.5%      | 98.7%      | 98.6%      | 98.6%      |
| 5. Revenue: Percentage of customers who rate revenue services received as excellent<br>(Target = 90%)                               | N/APP      | N/APP      | 96.0%      | 95.4%      | 94.5%      |
| 6. Revenue: Dollar value of traffic and delinquent criminal fines and fees revenues collected and processed (in millions)           | \$12.3     | \$12.2     | \$12.0     | \$12.5     | \$12.2     |

# Treasurer-Tax Collector



## Story Behind the Performance

*The Treasury Division:* The Division performs general banking services for depository agencies including the County, the County's school districts, and numerous special districts. The Treasurer invests monies not immediately needed for operations in a pooled portfolio that provides for safety and liquidity of all cash assets. Selected measures are used to quantify staff's work load and efficiency related to processing transactions, monitoring the performance of investments in the County pool to meet County liquidity demands, monitoring the risk profile of the portfolio, and to benchmark investment returns.

*The Property Tax Division:* The Division oversees the billing, collection, reporting, and accounting for all real and taxable property, and Transient Occupancy Tax (TOT) levied by the County. Selected measures are used to monitor the productivity of staff collecting secured, unsecured, TOT and delinquent taxes.

*The Revenue Division:* The Division operates a comprehensive collections program pursuant to Penal Code 1463.07. In this capacity the Revenue Division collects traffic and criminal fines and fees for the Superior Court of California, County of Monterey. In addition, the Division collects debt for court-ordered services for County Departments, including Probation, Health, Public Defender, and Sheriff Departments. Selected measures are used to monitor the productivity of staff and the level of customer service provided in the collection of revenues, the number and value of accounts worked, and the cost of collecting the revenues.

# Managing for Results |

## Monterey County Water Resources Agency

### Major Program Areas

- Reservoir Release Program (RRP)
- Power Production Analysis (PPA)
- Development Review Program (DRP)
- Well Review Program (WRP)

### Mission Statement

The Monterey County Water Resources Agency (MCWRA) manages, protects, stores, and conserves water resources in Monterey County for beneficial and environmental use, while minimizing damage from flooding to create a safe and sustainable water supply for present and future generations.

### Vision Statement

The vision of the MCWRA is to become a recognized and respected leader in the community we serve through demonstrated knowledge, integrity and the quality of our actions.



# Monterey County Water Resources Agency

## Key Department Performance Measures

| Key Performance Measure   | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 |
|---|------------|------------|------------|------------|------------|
|   | Actual     | Actual     | Actual     | Actual     | Actual     |
| 1. RRP: Number of acre-feet diverted by the Salinas River Diversion Facility                  | 3,801      | 6,109      | 0          | 0          | 0          |
| 2. PPA: Percent of time Hydroelectric Power Plant was operating (Target = 8760 hours – 100%). | N/A        | N/A        | 81%        | 75%        | 87%        |
| 3. PPA: Revenue collected for the Hydroelectric Power Plant                                   | \$608,213  | \$162,880  | \$133,674  | \$71,100   | \$45,638   |
| 4. DRP: Number of documents MCWRA processed   | 353        | 388        | 374        | 347        | 372        |
| 5. DRP: Revenue Fees collected for MCWRA documents processed                                  | \$280,048  | \$318,997  | \$333,965  | \$312,631  | \$325,054  |
| 6. WRP: Number of wells reviewed as part of General Plan process                              | 40         | 107        | 110        | 87         | 111        |
| 7. WRP: Revenue development fees collected annually for MCWRA process of well permit          | \$34,805   | \$80,398   | \$85,074   | \$68,541   | \$74,887   |
| 8. RRP: Number of acre-feet diverted by the Salinas River Diversion Facility                  | 3,801      | 6,109      | 0          | 0          | 0          |
| 9. PPA: Percent of time Hydroelectric Power Plant was operating (Target = 8760 hours – 100%)  | N/A        | N/A        | 81%        | 75%        | 87%        |



# Monterey County Water Resources Agency



## Story Behind the Performance

*Reservoir Release Program (RRP):* Between the months of April and October each year, the MCWRA manages releases from Nacimiento and San Antonio Reservoirs with a joint goal of creating groundwater recharge in the Salinas Valley and providing water to the Salinas River Diversion Facility (SRDF). The SRDF is the downstream component of the Salinas Valley Water Project (SVWP) that consists of the seasonal impoundment and diversion of Salinas River water to provide additional water to the Castroville Seawater Intrusion Project (CSIP). The goal of the SVWP and CSIP is to halt seawater intrusion by supplying recycled and Salinas River water to replace pumping groundwater in the CSIP Service Area. There have not been diversions from the SRDF in the last three years due to extended drought conditions in California. Reservoir releases are still managed to comply with regulatory conditions related to threatened/endangered species.

*Power Production Analysis (PPA):* The MCWRA owns and operates the Nacimiento and San Antonio dams / reservoirs for flood control, water conservation, and recreation. At the downstream base of the Nacimiento Dam is the Nacimiento Hydroelectric Plant. This facility has been in operation since 1987 and generates power by water releases from the reservoir. As the MCWRA has constructed new projects, the federal and state regulations for water releases have changed. Data from the PPA allows MCWRA to document lost power generation opportunities due to facility limitations and provides important information for evaluating the need for future modifications. When there is ample water and releases are made for environmental and groundwater recharge needs, the revenue from the power generated augments MCWRA's fiscal solvency. MCWRA has had minimal power production as a consequence of the drought.

*Development Review Program (DRP):* The MCWRA participates in the Monterey County land use permit process, and is responsible for implementing ordinances and policies related to floodplain management, drainage control, and water supply. MCWRA staff review discretionary and ministerial permits, MPWMD Water Release Forms, and environmental documents. Staff prepares comments, corrections, and/or recommends conditions of approval that are provided to the appropriate permitting body.

*Well Review Program (WRP):* The MCWRA participates in the Monterey County Well Permitting Process, administered by the Environmental Health Bureau (EHB). MCWRA staff provides technical support and professional input to EHB staff throughout the entire well permitting process; whether it is drilling a new well, or destroying an old well. MCWRA tracks the number, and types of well to be constructed.