



# Monterey County

## Addendum

Key Department Performance Measures  
FY 2016-17



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# Managing for Results

## Board of Supervisors



**District 1**  
**Luis Alejo**

*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 it includes part of Central Salinas, South Salinas 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**  
**Mary Adams**

*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

*“Measurement is the first step that leads to control and eventually to improvement. If you can’t measure something, you can’t understand it. If you can’t understand it, you can’t control it. If you can’t control it, you can’t improve it.”*

*H. James Harrington*

In 2010, we embarked on our journey to become a performance based organization. Our process has evolved through continual learning, sharing from our peers, and working towards a collective organization that agrees on “striving for continuous improvement instead of perfection.” Performance measures and outcomes are becoming increasingly important to create efficiencies and gauge effectiveness in the programs and services we deliver to our constituents. Our departments are continuously improving on measuring the right things, and measuring them correctly so that we can account for the “unknown or unknowable.”

With gratitude to our Managing for Results Department Contacts, we present the FY 2016-2017 Report Addendum highlighting Department Performance Measures and Outcomes. Their dedicated work is an important step to continuously improve on what we do and how we measure operational performance.

# Managing for Results

## Overview

### *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	Bob Roach
Assessor Clerk Recorder	Chihiro Tabata
Auditor-Controller	Maria Papurello
County Administrative Office	Juan Pablo Lopez, Rosemary Soto, Michael Derr, Richard Buell, Gerry Malais, Chris Donnelly
Child Support Services	Darrell McGowan
Clerk of the Board	Sally Kidalov
County Counsel	Sandra Ontiveros, Valerie Shapton
Cooperative Extension	Maria de La Fuente
District Attorney	Bruce Suckow
Economic Development	Debby Bradshaw
Elections	Gina Martinez
Emergency Communications	Bill Harry
Equal Opportunity Office	Michelle Gomez
Health	Patricia Zerounian
Human Resources	Margarita Arista, Wendell Sells
Information Technology	Veronica Serrano, Mais Shelor
Libraries	Kris Amaral
Natividad Medical Center	Carol Adams
Probation	Marisa Fiori
Public Defender	Jeremy Dzubay
Resource Management Agency	Kate Battatio
Sheriff	Kevin Oakley
Social Services	Margarita Zarraga
Treasurer-Tax Collector	Joy Willett
Water Resources Agency	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

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of Phytosanitary Certificates for Commodity Export issued.	21,182	22,823	25,439	24,741	36,296
2. Number of Pest Detection Traps for Target Insects set.	3,885	3,917	3,850	3,709	3,734
3. Gross Acres for Noxious Weed Management and Eradication treated.	417	748	469	1,751	4,843
4. Pesticide Use Monitoring Inspections completed.	1,506	1,256	1,723	1,769	1,696
5. Pesticide Illness/Complaint/Environmental Effects Investigations completed.	14	32	54	41	28
6. Pesticide Use Training and Outreach Sessions delivered.	100	41	53	36	32
7. Consumer Product Quality Control and Scanner Inspections completed.	253	254	598	475	241
8. Weighing and Measuring Devices inspected.	7,054	7,572	7,074	6,876	6,790
9. Consumer Complaints investigated.	54	60	57	38	34

# 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, 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, Arundo eradication activities, and weed control in the campground at Lake San Antonio. Two previous Scotch thistle surveys found no plants, but the rains caused many new plants to sprout this year.

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. The absence of a key supervisor and some complex cases resulted in less investigations completed. A decreasing trend in the number of training and outreach sessions is due to better data collection. 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. A vacancy in the unit resulted in fewer QC inspections. The number of taxi meters inspected fell by 20% as ridesharing services continue to impact the taxi business.

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 a pilot project 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 website and community outreach effort about pesticide use near schools.

# Managing for Results

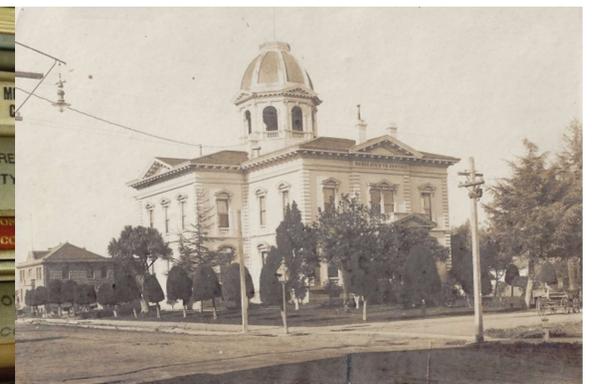
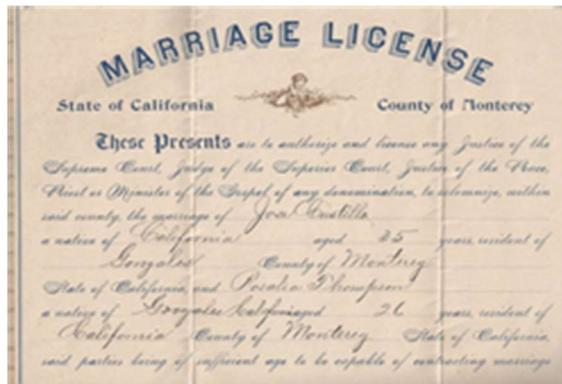
## Assessor-County Clerk-Recorder

### 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.



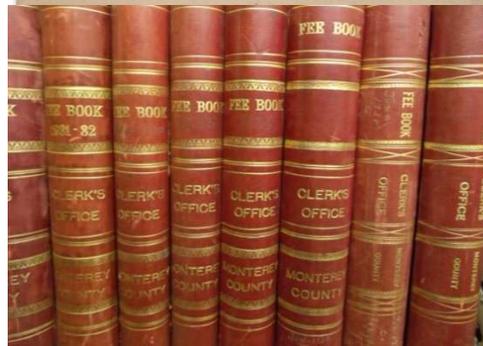
Photographic Images Courtesy of the Monterey County Historical Society

# Assessor-County Clerk-Recorder

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of customers rating customer service as "Excellent".	95%	97%	95%	98%	98%
2. Percent of Real Property Assessments appraised on time.	97%	100%	100%	100%	100%
3. Percent of Assessment Appeals reconciled within 18 months of receipt.	94%	95%	97%	99%	100%
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.	6.9%	38.9%	55%	57%	62.1%
8. Number of Vital Copies (Birth, Marriage and Death Certificates) issued.	16,688	17,649	20,235	20,593	20,473
9. Number of Marriage Licenses (confidential and regular) issued.	2,877	3,226	3,133	3,017	3,116
10. Number of Fictitious Business Name Statements issued.	2,451	2,585	2,688	2,618	2,611

# Assessor-County Clerk-Recorder



## Story Behind the Performance

The Assessor's Office completed the 2017 local assessment roll on time, with a net assessed value of over \$62.5 billion and reviewed the assessed valuation of 12,000 properties with reduced values under the provisions of Proposition 8. The County's share of property tax revenues for FY 16-17 was \$133.9 million. Property tax is the backbone financing for counties and incorporated cities and accounts for approximately 67% of the discretionary revenue in the County.

In order to create more efficient and accurate appraisals, the Assessor's Office is working toward the digitization of all 4,100 pages in the County's parcel map catalogue. In FY 16-17, the Office completed a thorough inventory of this catalogue to verify the existence of digital records. Pages that were not yet digitized (over 2,100 images) were sent to an outside vendor for digitization.

The Recorder's Office continued its back-file redaction of social security numbers from all recorded documents dating back to January 1980, as required by Government Code section 27301. In FY 2016-17, the Recorder's Office completed the back-file redaction of real property documents dating back to 1989. Backfile redaction is now complete for all recorded documents from July 1, 1989 through December 31, 2008.

The Recorder's Office continued to expand electronic recording with a continued increase in agents and submitters participating in e-recording. In FY 2016-17, the Recorder's electronic recordings increased by 5% to 62.1% of all recorded documents and with additional growth anticipated in the future.

The County Clerk-Recorder's Office has begun upgrading its current recording, filing, and cashing system to a web-based system to assist in its efforts to provide modern and efficient services to taxpayers.

The Office continued work on a reorganization study of all office/clerical positions with the goal of establishing a career ladder and assisting in succession planning efforts. An in-house employee satisfaction survey was also conducted to give employees the chance to provide suggestions about how the Office can better support them in their careers.

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.

# Managing for Results

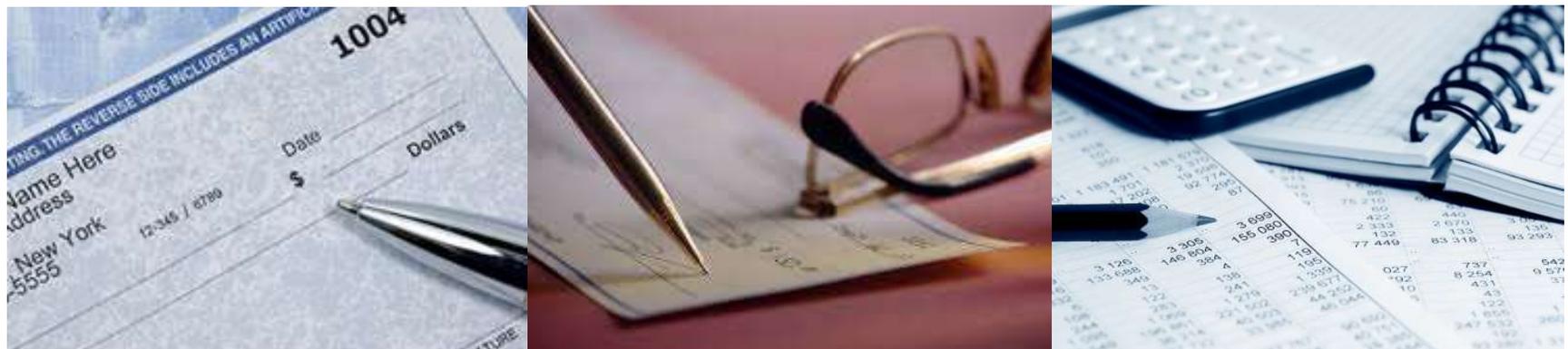
## Auditor-Controller

### Major Program Areas

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

### Mission Statement

Protect and report on taxpayer's money to inspire public trust.



# Auditor-Controller

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of claims paid by electronic payments. Target = 884	797	741	783	542	472
2. Percentage of increase in number of pay, leave, deduction and benefit events based on Memoranda of Understanding. Goal: reduce by standardizing pay practices. Target = 3%	4%	9%	4%	12%	-4%
3. Percentage of Direct Deposits to banks. Target = 100%	90%	90%	91%	93%	93%
4. 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 10 <sup>th</sup> Target = 15.5	17.5	17.5	16	16	16

# Auditor-Controller



## Story Behind the Performance

The Office of the Auditor-Controller is an elected position in the Executive Branch of the Monterey County Government. The mandated duties of the position are performed under legal authority primarily set forth in the California Government Code, the Revenue and Taxation Code, and the Monterey County Code, and in accordance with uniform Generally Accepted Accounting Principles and other authoritative bodies on a State and National level. Section 26881 of the Government Code notes that the Auditor-Controller shall "prescribe, and shall exercise a general supervision, including the ability to review departmental and countywide internal controls, over the accounting forms and the methods of keeping the accounts..." The Board of Supervisors may assign additional responsibilities. Legal mandates include responsibility for budget control, control over the official system of record. In accordance with various Government, Revenue and Taxation, Education, and Health and Safety Code Sections, the Auditor-Controller is also responsible for property taxation administration.

# Managing for Results

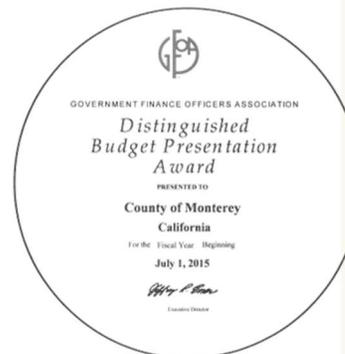
## CAO Budget & Analysis Division

### Major Program Areas

- Structurally Balanced Budget
- Ensure financial responsibility and accountability through sound fiscal management.
- Ending General Fund (GF) Fund Balance by fiscal year

### Mission Statement

The County Administrative Office (CAO), Budget & Analysis Division promotes 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.

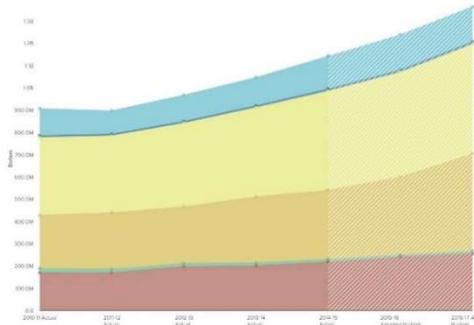


# CAO Budget & Analysis Division

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of General Fund revenue to General Fund expenditures	102.8%	103.3%	104.6%	101.7%	N/A
2. Average County expenditures per resident (all funds)	\$2,362	\$2,447	\$2,711	\$2,662	\$3,406
3. Ending Unrestricted Fund Balance amount and as a percentage of General Fund expenditures.	\$104.1 million 22%	\$117.1 million 23%	\$139.5 million 25%	\$136.1 million 24%	N/A

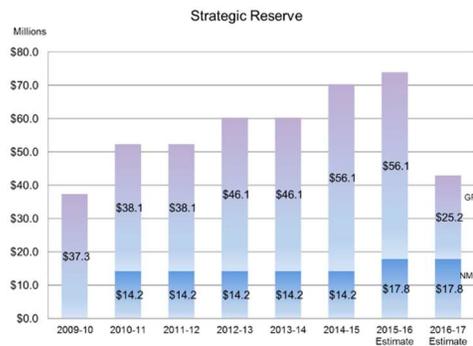
# CAO Budget & Analysis Division



COUNTY OF MONTEREY



GENERAL FINANCIAL  
POLICIES



## Story Behind the Performance

**Structurally Balanced Budget:** A structurally balanced budget matches 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 general fund ended FY 2015-16 with revenue \$18.3 million lower than budgeted expectations and expenditure lower than final budget by \$48.0 million. The net result was a favorable revenue-to-expenditure ratio of 101.7%. The County's actuals have continued to perform above the target for the past five years.

**Expenditures per County Resident:** The County's budgeted expenditures (all funds) divided by all the residents of Monterey County demonstrate the average cost of County operations per resident. The measurement serves as a tool to ensure the County's long-term financial stability and assets remain constant.

**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 2015-16, the County has exceeded the minimum recommendation.

# Managing for Results

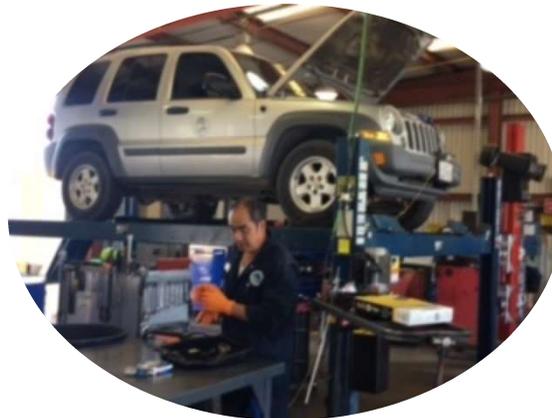
## CAO Fleet

### Major Program Areas

- Alternative Energy Vehicles
- Fleet Optimization and Utilization

### Mission Statement

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

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of County Fleet that uses Alternative Energy Vehicles	10%	10%	12%	15%	16%
2. Pounds of greenhouse gas emission reductions resulting from the use of GREEN vehicles.	153,600	163,744	169,792	466,492	336,518

# CAO Fleet



## Story Behind the Performance

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

A prime example of this trend would be 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 enabling a more rapid adjustment of the fleet in terms of overall fuel economy and use of AEV options.

Since March 2017, Fleet has met with many departments (several noted below) to discuss fleet and fleet optimization. Fleet reviews usage, age and need of specific assets and makes recommendations to departments based on that information to either reduce the number of assets, replace, repair and/or trade out of a specific type of vehicle. Fleet is in the early stages of providing regular reporting on mileage/usage. Data is currently somewhat limited due to technological limitations)

Since March 2017, Fleet has worked with Health, Sheriff, DA, DSS, Probation and RMA. RMA Parks and Public Works currently have a great deal of opportunity due to the size of their fleet and the spread and scope across the County. While still at the beginning edge of the optimization work, a few of the outcomes include a reduction of economically depleted fleet, mechanically unsound fleet as well as redundant fleet in a few departments. (The term fleet includes heavy equipment, tractors, etc.). In one instance, we reduced the size of the fleet by moving to surplus, vehicles that were costly to maintain and/or under-utilized due to deferred maintenance. In another case, six trucks that were no longer needed in one department, that still had economic value, were moved to two separate departments that have a very strong need eliminating the need in the short to mid-term purchase new vehicles.

In addition to increased model offerings and better pricing for AEVs, the doubling and tripling of the range for Electric Vehicles (EVs) over the past year will ease the 'range' anxiety that many have when driving EVs. In a spread-out rural County, such as Monterey, range has been a deterrent to the adoption of EV use. Range of 200-240 miles for some 2018 EV models make intra-city and route travel a viable option.

# Managing for Results

## CAO Contracts Purchasing

### Major Program Areas

- Purchase Order Processing
- Contract Document Review
- County Surplus Operations

### Mission Statement

To be innovative and flexible business advisors delivering the right solutions to enable the County Mission, through a high level of professional service for all stakeholders.

# CAO Contracts Purchasing

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Total Purchase Order dollars.	\$308,712,790	\$104,488,340	\$139,196,48	\$169,256,537	\$938,154,957
2. Percent of contractual documents processed within 72 hours. Target = 99%	N/A	89.7%	97.0%	98.3%	98.7%
3. Revenue Generating Programs (Surplus, Program Rebates, Concession Agreements, Etc.)	N/A	N/A	N/A	N/A	\$296,333

# CAO Contracts Purchasing



## Story Behind the Performance

Recipient of the National Procurement Institute "Achievement of Excellence in Procurement" award three years running: 2015, 2016 & 2017.

Contracts/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/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/Purchasing Team, but rather 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/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/Purchasing with the approval and support of the County Board of Supervisors developed and launched the County's first internal Contracts & 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.

# Managing for Results

## CAO Community Engagement and Strategic Advocacy

### Major Program Areas

- Building Safe & Thriving Communities
- Governing for Racial Equity



### Mission Statement

The mission of the 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

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of implementation strategies aligned with key indicators for gang violence reduction as outlined in the Building Safe & Thriving Communities Action Plan.	N/A	N/A	N/A	20%	30%
2. Community Engagement & Advocacy increased collaboration with internal and external partners for improved community impact.	N/A	N/A	N/A	80%	85%

# 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 approving the Action Plan for Building Safe and Thriving Communities which includes 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 Office of Community Engagement and Strategic Advocacy (OCESA) also serves as a liaison to County resources and Public Safety efforts 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 because of partnerships established through the National Forum on Youth Violence Prevention (OJJDP) and the California Cities Gang Prevention Network.

With the support of the California Endowment, the OCESA is leading Monterey County in the building of a core team of key Departments as members of the Northern California cohort of the Government Alliance on Racial Equity, a year-long training curriculum. The purpose of continued training is for the eventual implementation of Racial Equity principles and assessment tools to further advance the work of improving government systems and policies ensuring equitable opportunities and access to services for all, are afforded.

Challenges continue to be around the scarce availability of resources for funding the implementation of programs and services addressing the need to increase organizational capacity for enhancement and expansion. OCESA continues to seek and pursue grant funding as it becomes available.

# Managing for Results

## CAO Intergovernmental & Legislative Affairs Division

### Major Program Areas

- Legislative and Strategic Grant Services Programs
- Go Green! Monterey County
- Special Projects
- Office of Emergency Services
- Workforce Development Board

### Mission Statement

The mission of the CAO Intergovernmental and Legislative Affairs (IGLA) 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 & Legislative Affairs

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Legislative & Strategic Grant Services Program: Number of high priority grants awarded.	N/APP	N/APP	\$200,000	\$650,000	\$12,544,400
2. Go Green!: Calculated annual cost avoidance from Laurel Yard Solar.	\$16,468	\$20,583	\$20,810	\$19,409	N/A
3. Special Projects: Number of high priority special projects assigned.	5	9	14	13	10
4. Number of EOC training and exercises conducted.	3	3	3	5	2
5. Number of Alert Monterey County training opportunities conducted.	N/A	N/A	5	12	15
6. Number of emergency plans developed and reviewed to meet state and federal guidelines.	2	4	3	16	6
7. WDB – Number of Local Board Membership.	35	31	31	27	22
8. WDB – Number of Businesses Supported.	N/A	631	588	1,355	1,036
9. WDB – Number of Youth Out-of-School served.	102	92	90	150	155
10. WDB – Number of Adult Job Seekers (new Adult and DW counts) served.	636	319	300	432	312

# CAO – Intergovernmental & Legislative Affairs



Monterey Bay  
Community Power

## Story Behind the Performance

**Legislative Program & Strategic Grant Services Program:** The Strategic Grant Services Program works to bring funding to the County for priority projects/programs in alignment with the Board's Strategic Initiatives. Seven (7) grant applications totaling \$12.5 million for projects related to improved victim services, workforce training, infrastructure, and fire prevention were awarded. Seven (7) grant applications are pending with a total value of approximately \$20 million for disaster recovery, electric vehicle infrastructure, and environmental enhancement projects.

**Go Green! Monterey County:** This key performance measure was calculated using the Laurel Yard solar array's hourly solar electricity generation data and applying PG&E's time-of-use billing rates, providing accurate cost avoidance figures for offsetting utility costs. In February 2017, the solar data collection service was taken offline during a facilities construction project at Laurel Yard. While the solar array continues to generate electricity, there is not accurate data to report for FY 16-17. The estimated cost avoidance for FY 16-17 based on previous year averages is \$17,180. This measure shows that solar-generated 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. Because the data shows consistent annual energy generation and the data collection service is set to expire in October 2017, this Key Performance Measure will not be tracked in future years.

**Special Projects:** The division was assigned nine major special projects: Board/Department Head Strategic Planning Workshop, Preliminary Oversight of the Cannabis Program, Oversight of Office of Employment Training, San Lucas safe drinking water, Monterey Peninsula Regional Water Authority financial participation, assist with the Sustainable Groundwater management Act (SGMA) work group, Board Policy Manual, Study of County Core Mandates, SB658 Automatic External Defibrillator Program, and implementation of the Workforce Innovation Opportunity Act procurement process.

# Managing for Results

## 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.



# Child Support Services

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of Current Child Support Collected	62.51%	63.6%	64.8%	65.7%	66.26%
2. Percent of Cases with Arrearage Collections	65.9%	66.9%	68.2%	66.7%	67.20%
3. Percent of Cases with Court Orders	93.3%	93.4%	93.4%	93.5%	93.08%
4. Percent of Children with Paternity Established *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%.	105.2%	105.9%	104.1%	103.4%	107.26%
5. Collections Distributed (in millions)	\$40.065	\$40.100	\$41.195	\$42,849	\$42,708
6. Cost Effectiveness (collections compared to expenditures)	\$3.81	\$3.56	\$3.69	\$3.92	\$3.91

# Child Support Services



## Story Behind the Performance

The child support program works with parents and guardians to ensure children receive the financial and medical support they need. Established 42 years ago, the program focus has expanded beyond the core functions of locating parents, establishment of paternity and support obligations, and the enforcement of support obligations. Today the program provides family-centered strategies that support successful outcomes of children through parental engagement, health care coverage, economic stability and more.

Through a variety of enforcement actions, the Monterey County Child Support Services obtained collections of \$42,708,083 for the children and families of Monterey County. The Department consistently has the highest collections of all medium sized counties measured by caseload. Along with recording some of the highest collection totals in the history of the program, Monterey County Child Support Services is in the highest rankings for the Federal Mandated collection-of-cost performance measure within the State of California. This 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 establishing 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 program for Monterey County residents, we were able to increase the reliability of support to help make a meaningful impact in the lives of families.

The Department implemented a comprehensive customer feedback program through customer surveys in the office, social media, and emails in order to enhance customer service. This resulted in a 96% satisfaction rate for the past year.

# Managing for Results

## Clerk of the Board (COB)

### Major Program Areas

- Board of Supervisors (BOS)
- Assessment Appeals Board (AAB)
- Fair Political Practices Commission – Statement of Economic Interests (FPPC)
- Public Records Act Requests (PRAR)
- Boards, Committees, Commissions and Special Districts (BCC/SD)

### Mission Statement

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



# Clerk of the Board

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. BOS – Number of Regular, Special, and BOS governed Agencies and Special District Meeting Agendas posted pursuant to Brown Act’s 72-hour requirement. (Board policy is to publish the Agenda 96 hours prior to the meeting.)	78	91	146	143	145
2. BOS - Number of Addendum/Supplemental Agendas published.	32	31	31	40	42
3. BOS - Number of meeting minutes prepared and approved by the BOS.	24	62	58	99	142
4. AAB - Number of applications for changed assessments received and processed.	735	629	546	518	506
5. AAP - Percent of Assessment Appeals reconciled within the two year time period. Target= 100%	99%	100%	100%	N/A	N/A
6. FPPC - Number of Form 700s received and processed (hard copy).	422	528	589	387	312
7. PRA – Number of Public Record Act Requests received.	42	38	45	39	39
8. BCC – Number of Boards, Committees & Commission appointments processed and posted pursuant to the Maddy Act.	133	98	161	192	181
9. COI – Number of new and/or amended Conflict of Interest Codes processed.	32	12	41	2	19

# Clerk of the Board

## Story Behind the Performance

**Board of Supervisors (BOS):** During the 2016-2017 Fiscal Year, the Clerk of the Board (COB) published and posted 145 regular, special and Board governed agency meeting agendas. Pursuant to Board policy and in compliance with the Brown Act, agendas for regular meetings were published 96 hours prior to the meeting date to allow the public adequate time to access the information. The COB manages the agenda process and provides training and support to 27 County departments and numerous agencies and special districts. There were 142 Meeting Minutes approved by the BOS. Maintenance of BOS records is a primary duty of the Clerk of the Board.

**Assessment Appeals:** As the Administrative Officer and Assessment Appeals Board Clerk, the COB received and processed 506 applications for changed assessments. One full-time Board Clerk supports the manual filing process of reviewing and scheduling the applications for hearing. There is a required two-year timeline for resolution of the applications, which necessitates careful tracking and attention to detail, as well as coordination with the Assessor's office.

**Boards, Committees and Commissions (BCC) and Special Districts (SD):** The COB's office processed 181 Board, Committee and Commission appointments. COB staff coordinated notifications with the Board of Supervisors' offices, County and Agency staff and scheduled appointments on the BOS agendas. The COB posts a Local Appointments List annually and Notice of Vacancies to inform the public of vacancies as they occur pursuant to the Maddy Act. The BCC program enhances citizen engagement in local government and access to information.

**Public Records Act Requests (PRARs):** The COB received 39 Public Records Act Requests. Although the COB was not the lead responder in all instances, the COB reviewed County records, in support of the timely responses provided to the requestors. Timely responsiveness to PRARs ensures transparency in local government and access to information.

**Fair Political Practices Commission (FPPC) – Statement of Economic Interests (SEI):** The COB is the Filing Officer for FPPC SEI Form 700s. The NetFile e-filing system provides an efficient way for filers to submit their Form 700s and allows 24/7 public access to view e-filings online. The COB received 312 hard copy filings in FY 16-17, as compared to 387 in FY15-16, a 24% reduction in hard copy submissions. The COB issues a Biennial Notice in even numbered years, which requires local agencies to review and submit, to their code reviewing body, an amended Conflict of Interest Code (COI), if necessary. There were 19 COIs approved by the BOS in FY16-17, compared to 41 in FY14-15. COI approvals typically increase during the biennial review year. This program provides for the advancement of ethics in public service, accountability, and a transparent local government.

# Managing for Results

## County Counsel/Risk Management

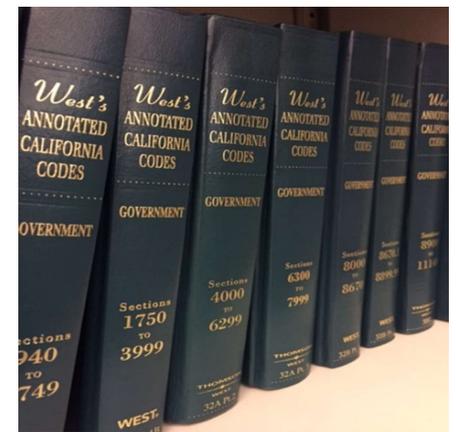
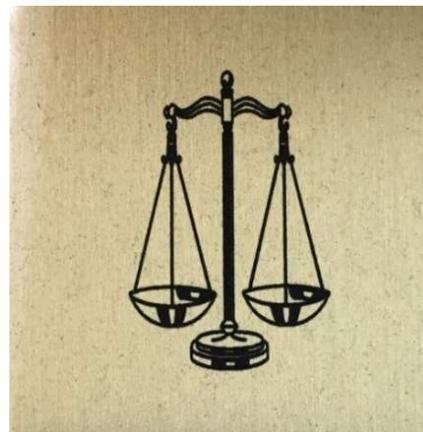
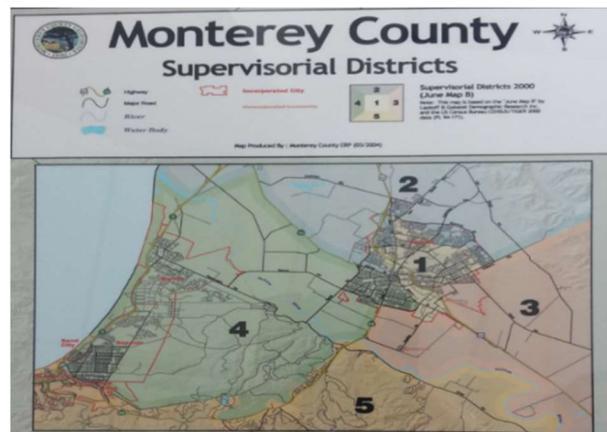
### Major Program Areas

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

### Mission Statement

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. To provide a friendly and enriching working environment for all staff members to enable them to achieve their highest potential.

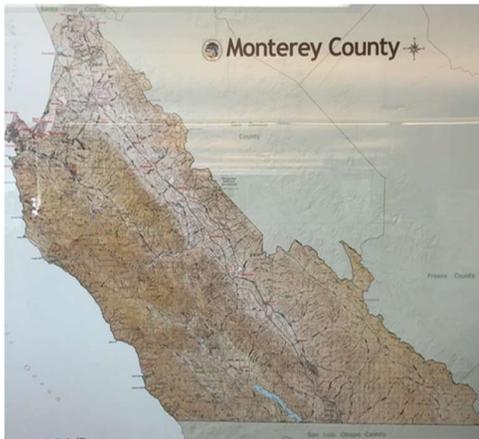


# County Counsel/Risk Management

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of new litigation files opened in the reporting fiscal years.	473	472	431	423	424
2. Number of litigation cases in pending/open status.	N/A	N/A	1,437	1,605	1,695
3. Number of new legal assignments opened in the reporting fiscal years.	N/A	2670	3,288	4,076	4,165
4. Number of Trainings provided by County Counsel to County Departments.	N/A	N/A	10	6	13
5. Average Contracts and Board Reports reviewed by Attorney.	N/A	N/A	148	180	172
6. Number of claims opened.	138	116	139	113	150
7. Number of Workers' Compensation Claims in Open or Pending Status.	760	749	802	853	887
8. Number of new Workers' Compensation Claims.	474	486	542	574	528
9. Percent of County Employees in Compliance with the Ergonomics Training Requirement.	N/A	N/A	15.3%	21.5%	18.0%

# County Counsel/Risk Management



## Story Behind the Performance

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 represents an effort to keep departments informed with current laws, rules and regulations. Instruction to the departments and districts 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 a 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.

The Risk Management Division is responsible for the oversight and management of all County insurance and self-insurance programs, claims processing, safety and ergonomics. Workers' Compensation claims showed an 8% drop in new claims filed during FY16/17 over FY15/16, with the Sheriff's Department showing a 13% drop in new claims with the addition of the Safety Coordinator/Investigator (SC/I) hired at the end of FY15/16. We hope to see the same results in FY17/18 for Natividad Medical Center with SC/I hired in April 2017. The SC/Is are tasked with implementing a proactive safety program and instill a safety culture to reduce and prevent workplace injuries, thereby minimizing the potential of Workers' Compensation claims.

The Countywide Bi-Annual compliance for Employee Ergonomics training declined slightly from 21.5% at the end of FY15/16 to 18% by the end of FY16/17. Actual trainings completed during FY16/17 increased by 33% for In-House Training and 21% for on-line training with Target Solutions.

# Managing for Results

## 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 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.



# District Attorney

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Truancy – Number of active cases monitored	5,604	5,943	6,532	6,813	7,418
2. Truancy – Number of individual mediation hearings held	1,422	1,570	1,308	1,047	1,223
3. Truancy – Number of juvenile cases filed	312	324	387	324	344
4. Truancy – Number of parent cases filed	209	198	172	165	104
5. Restitution – Court ordered private losses	\$774,072	\$1,258,862	\$1,963,380	\$289,764	\$1,588,688
6. Restitution – Victim Compensation Ordered	\$641,183	\$387,756	\$196,380	\$171,415	\$277,476
7. Restitution – Court Ordered Fines / Fees to Defendants	\$782,969	\$512,210	\$834,989	\$243,216	\$282,401

# District Attorney



## Story Behind the Performance

**Truancy Abatement:** The numbers for FY 2012-13 through FY 2016-17 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 or 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 parent cases filed 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 victims. The victim’s compensation awards show the additional funding provided by the state to assist those 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 Victims Compensation Fund and provide direct compensation to the victims.

# Managing for Results

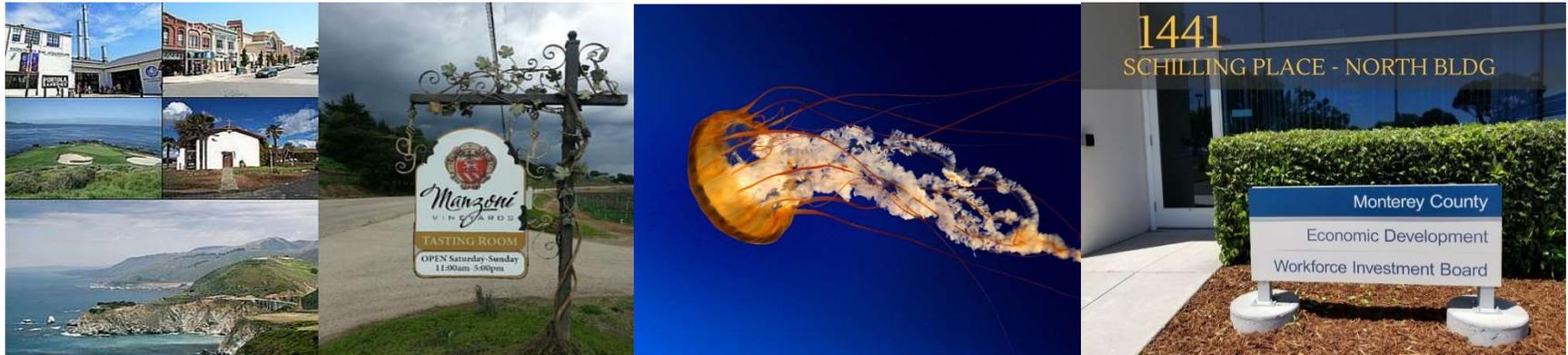
## Economic Development

### Major Program Areas

- Economic Development
- Housing
- Office of Employment Training

### 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

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of Affordable units built.	7	123	0	51	0
2. Number of First-Time Home Buyer Loans issued.	1	1	0	1	1
3. Transient Occupancy Tax Revenue influenced by Development Set-Aside Agencies	\$17,945,478.53	\$19,881,257.77	\$21,479,839.92	\$22,834,344	\$21,176,871
4. OET (including WDB providers) – Number of Businesses Supported	n/a	631	588	1355	1036
5. OET (including WDB providers) – Number of Youth Out-of-School Served	102	92	90	150	155
6. OET (including WDB providers) – Number of Adult Job Seekers Served (new Adult and DW counts)	636	319	300	432	312

# Economic Development



## Story Behind the Performance

**Affordable Housing:** The Monterey County 2015-2023 Housing Element has identified 1,551 affordable units to be built, based on the Regional Housing Needs Allocation (RHNA) assigned by the Association of Monterey Bay Area Governments (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 FY2016-17, there were zero affordable units constructed in the unincorporated areas of the County. The challenge to meet the needs for affordable housing units continues to be the lack of funding and available properties that are designated for affordable housing. The County is currently working with developer East Garrison Partners I, LLC to build 84 affordable for-sale units and 196 rental units as part of the East Garrison subdivision in the former Fort Ord area.

**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 - The County funds the Development Set-Aside (DSA) 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 2017-18 is \$1,875,396, and is based on the same funding level as FY 2016-17. The Transient Occupancy Tax collected (TOT) for FY 2015-16, in the amount of 22,834,344 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 \$12 for every \$1 spent.

# Economic Development



## Story Behind the Performance

**OET (including WDB providers):** Number of Businesses Supported – To develop solutions that help to meet the needs of the business community, the Monterey County Workforce Development Board’s Business Services Team and its partners including OET have aligned their resources to outreach and engage with employers. During Fiscal Year 2016-17, 1,036 businesses were supported and received an array of services to include 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 that were forced to downsize and lay-off employees, received information on resources and incentives that helped to support and aid in retaining their workforce 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.

**OET (including WDB providers):** Number of Youth Out-of-School Served – 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 age range for out-of-school youth eligibility to 16 to 24, from 16 to 21. During Fiscal Year 2016-17, Monterey County Workforce Development Board put greater emphasis on its youth service providers including OET 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. For the same period, 155 out-of-school youth were enrolled. 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.

**OET (including WDB providers):** Number of Adult Job Seekers Served – To better meet the unique needs of individual job seekers, an array of career services is made available through the America’s Job Center of California delivery system in Monterey County that help to place job seekers on a clear career pathway toward their training and employment goals. For Fiscal Year 2016-17, Monterey County received an allocation of \$3.5 million in WIOA adult and dislocated worker formula funds. Of this amount, a minimum of 30 percent must be allocated and spent on participant job training. Ten percent of this requirement may be met by applying leveraged funds. During this period, Monterey County enrolled 312 job seekers and placed 284 into job training – investing over a million dollars toward participant job training

# Managing for Results

## Elections

### Major Program Areas

- Election Administration

### Mission Statement

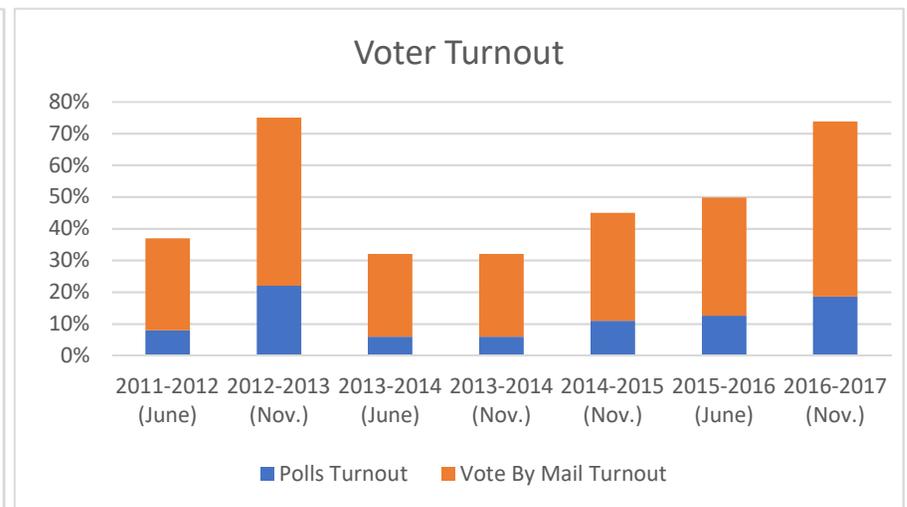
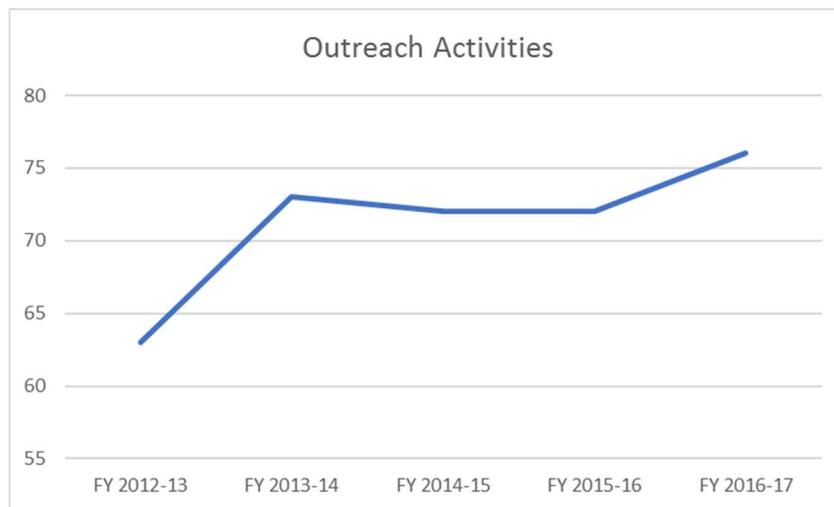
The mission of the Monterey County Elections Department is to promote public trust and to ensure the highest degree of integrity of the election process through excellent service and the administration of all federal, state and local elections in a uniform and consistent manner.



# Elections

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of registered voters (June)	NA	164,032	N/A	174,675	N/A
2. Number of voters who voted at polls (June)	N/A	9,943	N/A	22,004	N/A
3. Number of voters who voted by mail (June)	N/A	43,328	N/A	65,017	N/A
4. Total number of registered voter turnout (June)	N/A	53,271	N/A	87,021	N/A
5. Number of registered voters (November)	166,290	167,856	165,731	N/A	185,786
6. Number of voter who voted at polls (November)	37,078	10,380	17,751	N/A	34,506
7. Number of voters who voted by mail (November)	87,824	43,042	57,364	N/A	102,596
8. Total number of registered voter turnout (November)	124,902	53,422	75,115	N/A	137,102



# Elections



## 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 2016-2017 fiscal year showcased the Department's commitment to fulfill its mission as well as the County's mission. This fiscal year the Department conducted three elections and provided support for a fourth election. Of the four elections, only one was scheduled. That scheduled election, the November 8, 2016 Presidential General Election, saw the longest ballot, the lengthiest voter guide, the highest number of registered voters and the most ballots ever cast in the history of Monterey County.

Outreach efforts center on educating and empowering 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: participation as guest speaker and registration of voters at two new citizenship ceremonies including the Independence Day New Citizen Swearing-In ceremony, registration training to interested community groups, coordinating the first ever High School Voter Registration Competition among high schools in Monterey County, hosting a Fair Political Practices Commission and Candidate Filing training for cities and committees and special outreach events to Naval Post Graduate School students among other events. To expand our reach, the outreach area continually develops partnerships with community agencies and community members interested in engaging voters. This is done by training community organizations to include voter registration and civic engagement at their respective outreach events and as they serve communities of interest.

Behind the scenes, the Department implemented significant changes. Among these changes was the Department's consolidation of locations and ultimate relocation to the new Monterey County Government Center at 1441 Schilling Place. In addition, the Department changed election management systems and implemented new technology in the area of vote by mail. All changes implemented in the fiscal year are part of the Department's proactive plan to modernize elections; thereby improving the voter experience while realizing cost savings through workflow efficiencies.

# Managing for Results

## Emergency Communications

### 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 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

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of Emergency calls answered.	188,921	209,334	198,163	186,651	180,599
2. Number of Non-emergency calls answered.	305,769	336,818	363,874	382,787	567,562
3. Number of Emergency calls requiring language translation services provided.	N/APP	N/APP	N/APP	20,375	20,821
4. Number of Text to 9-1-1 Calls received.	N/APP	N/APP	N/APP	N/APP	63
5. Percent of emergency/non-emergency calls answered within 10 seconds. Target = 90%	80%	82.4%	86%	84%	79%
6. Percent of emergency/non-emergency calls answered within 15 seconds. Target = 95%	96%	95%	93%	96%	90%
7. Number of Law Enforcement calls generated.	524,458	541,746	539,352	502,497	334,520
8. Number of Fire Protection calls generated.	47,123	49,031	51,785	49,346	53,226
9. Percent of calls dispatched to the correct location.	99.99%	99.99%	99.99%	99.99%	99.99%
10. Average length of time between initiation of high priority calls for service and notification to the responsible agency.	70 sec	72 sec	47 sec	55 sec	57 sec

# Emergency Communications



## Story Behind the Performance

**Emergency Call Taking:** 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 calls are received from traditional telephones, wireless telephone, multiline telephone systems, and through text messaging. 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, to include the number of incoming calls at that time, the number of ongoing 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 (CAD) 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 Cal OES 9-1-1 Emergency Communications Branch 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, the goal is to answer 95% of incoming 9-1-1 calls with 15 seconds. 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 15 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 the 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

Our mission is to promote fairness, equality, equity and to guarantee the equal access to employment opportunities and protection of civil rights. 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.

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

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of County Managers completing the Prevention of Sexual Harassment training for Managers and Supervisors (AB1825).	94%	98%	87%	91%	80%
2. Percent of County employees completing the Preventing of Sexual Harassment training.	90%	89%	83%	86%	75%
3. Percent of County Managers completing the Equal Opportunity, Non-Discrimination and Diversity Training	NA	NA	NA	NA	59%
4. Percent of County Employees completing the Equal Opportunity, Non-Discrimination and Diversity Training	NA	NA	NA	NA	32%
5. Percent of Minorities within County Job Groups meeting labor market availability.	85%	80%	85%	85%	85%
6. Percent of Women within County Job Groups meeting labor market availability.	50%	50%	55%	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
- Individual Health and Wellness
- Social Determinants of Health
- Comprehensive Services for Homeless Populations
- Environmental Health and Protection
- Equitable Access to Care and Services
- Health Disaster Preparedness

### Mission Statement

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



# Health Department

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Employment position occupancy rate. Target = >85%	89%	85%	85%	83%	84%
2. Eligible animals adopted, transferred to rescue groups, or reclaimed by owner. Target = >60%	N/A	61%	65%	47%	47%
3. Hospitalized behavioral health clients re-admitted within 30 days. * Target = <17%	N/A	27%	14%	13%	13%
4. Youth ages 3-17 with body mass calculations in the prior six months. Target = >95%	21%	59%	69%	73%	80%
5. Duty officer/Director response to Communications Center calls within 15 minutes. Target = 95%	N/A	N/A	N/A	100%	100%
6. Inspections of high risk food facilities. Target = >115	N/A	N/A	72	113	92
7. Water well applications processed within 10 working days. Target = >90%	N/A	78%	100%	109%	95%
8. Pounds of recyclable and waste collected at cleanup events. Target = 100,000 pounds	N/A	N/A	19,628	12,522	70,508
9. Public Guardian conducts onsite visits with clients at least once per quarter. Target = 100%	75%	50%	69%	75%	75%
10. WIC-enrolled mothers providing any breastfeeding at six months. Target = >43%	39%	43%	44%	45%	47%

# Health Department

## Monterey County Cares



## Story Behind the Performance

Monterey County Health Department protects the health of our entire community by offering primary and specialty health care, disease surveillance, health education, collaboration with partners to improve health equity, and enforcing environmental laws and regulations. With 1,118 FTEs, the Department represents 21% of the County's workforce. The Department has doubled revenue growth from \$120 million in FY 2011-12 to approximately \$257 million in FY 2017-18. Department programs are known to yield quantifiable social benefits and return on the community's investment by creating positive social outcomes for communities. Programmatically:

- The Health Department was honored with The California Endowment's 2017 Arnold X. Perkins Award for Outstanding Health Equity Practice.
- The Administration Bureau garnered \$17 million in matching federal funds to launch the Whole Person Care pilot program.
- The Behavioral Health Bureau was awarded six million dollars for substance use disorder treatment and expansion of mental health services in South County.
- Clinic Services Bureau added two new clinics on the Natividad Campus and constructed a new clinic in Seaside.
- Emergency Medical Services Bureau created and put into place new EMS System Policies and Procedures and Treatment Protocols.
- Environmental Health Bureau conducted its seventeenth Annual South County Environmental Compliance Workshop, and graduated ten staff from its 2nd annual Leadership Institute.
- Public Guardian/Administrator worked more closely with hospitals to facilitate client transfers.
- Public Health Bureau launched Whole Person Care case management for patients who are high utilizers of emergency departments and hospital rooms.

# Managing for Results

## Human Resources

### Major Program Areas

- Administration
- Employee Benefits
- Employee and Labor Relations
- Employment and Human Resources Information Systems
- Learning & Organizational Development (LOD)

### 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

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of recruitments conducted	N/A	N/A	306	296	333
2. Number of applications received	N/A	N/A	19,346	20,258	20,450
3. Number of new hires	N/A	N/A	340	449	459
4. Percent of new hires who have successfully completed New Employee Orientation (NEO). Target: 100%	N/A	N/A	85%	86%	84%
5. Percent of supervisory staff who have successfully completed Key Practices for Successful Supervision (KPSS). Target = 100%	N/A	N/A	83%	82%	74%
6. Percent of annual performance appraisals completed on time	78%	78%	N/A	67%	63%
7. Number of Promotions:					
- Competitive Promotion	N/A	N/A	177	219	218
- Temporary to Permanent Employee	N/A	N/A	112	108	111
- Flexible Staff Promotions	N/A	N/A	187	184	234
8. Percentage of County employees eligible to retire	N/A	N/A	N/A	N/A	33%
9. Number of Separations:					
- Retirement	N/A	N/A	126	118	142
- Resignation	N/A	N/A	261	310	327

# Human Resources



## Story Behind the Performance

The Human Resources (HR) Department is committed to providing innovative services and programs that align with the County's mission, strategic initiatives, and departmental goals. The HR Department is comprised of five (5) functional areas that include: Administration, Employee Benefits, Employee and Labor Relations, Employment and Human Resources Information Systems, and Learning and Organizational Development. Based on the data collected, HR is developing strategies to enhance the employee life cycle from the time a recruitment is open to an employee's exit from the organization.

Over the last three (3) years, the County has experienced an increase in the number of promotions, recruitments conducted, applications received, and new hires brought into the organization due to an increase in retirements and separations. The department's goal is to analyze the various best practices captured for standardizing the County's recruitment process to ensure timeliness and efficiency in filling vacant positions. Furthermore, to address the increase in the number of employees exiting the organization, the HR Department will be reviewing data on exit interviews and developing strategies for continued improvement of the employee life cycle.

An average of 85% of new hires successfully complete the County's New Employee Orientation, where they are initially introduced to the County expectations and culture. To work towards meeting 100% compliance, HR has developed an Employee Relations Manual that is an easy-to-use reference to guide supervisors and managers on how to successfully set clear expectations during the employee's life cycle. In addition, HR will be proposing to implement a new Learning Management System which will also serve as a tool for assisting supervisors and managers with tracking and reporting employees' progress in completing their learning plans and the timely completion of performance evaluations. HR also aims to standardize the performance evaluation process and update the County's performance evaluation policy.

In the department's efforts in enhancing the employee life cycle, it's HR's expectation that the functional areas continue to play a key role in supporting the department's goal of being the County's employer of choice.

# Managing for Results

## Information Technology

### Major Program Areas

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

### Mission Statement

Fostering 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 – delivering quality services with trained, self-motivated and capable professionals.



# Information Technology

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	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	26%	110%
2. Percentage of Surveyed Customers that are Satisfied with ITD Services Provided. Target = 90%	N/A	N/A	79%	80%	96%
3. Percentage of Physical Servers that are Migrated to Virtual Environments. Target = 75%	5.1%	6.7%	6.5%	17.6%	19.6%
4. Total ITD Spend as a Percent of Total County Revenue. Target = 2%	1.84%	1.87%	1.90%	1.79%	2.02%
5. Number of Public Safety Radio Coverage Incidents Reported.	N/A	N/A	245	104	271
6. Percentage of Time Network Service Was Available. Target = 99.90%	99.78%	99.70%	99.82%	99.86%	99.89%
7. Percentage of County Employees Completing Security Awareness Training. Target = 100%	N/A	61%	77%	85%	75%
8. Percentage of Advanced Malware Events Contained Within two Business Hours. Target = 100%	N/A	93%	100%	100%	100%

# Information Technology



## 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 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 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 feature/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 it 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 and has over 85% participation. 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

## Libraries

### 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.



# Libraries

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of visits.	885,633	889,397	873,444	774,085	762,873
2. Number of technology sessions completed.	162,313	166,699	170,2887	150,920	154,627
3. Number of items borrowed.	649,117	620,206	601,274	559,479	542,515
4. Hours of volunteer service.	7,238	5,269	5,985	7,225	4,683
5. Hours of Homework Center.	25,888	30,875	28,238	22,439	21,283

# Libraries



*"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: 762,873 visits:** Since 1912, Monterey County Free Libraries has established and operated the majority of public libraries in the County of Monterey. Currently, MCFL has 15 branch locations and two bookmobiles. Four cities operate and fund their own public libraries: Monterey, Pacific Grove, Carmel-by-the Sea and Salinas. MCFL has 15 branches at Aromas, Big Sur, Buena Vista (Las Palmas), Carmel Valley, Castroville, Gonzales, Greenfield, King City, Marina, Pajaro, Prunedale, San Ardo, San Lucas, Seaside, and Soledad. The Bradley and Parkfield branches are currently closed and need new facilities. MCFL Bookmobiles make 14 regular stops, 9 in North County and 5 in South County. MCFL answered 235,476 questions this year, 96,221 being technology questions, and provided a total of 1,808 free programs for all ages.

**Technology Access - 154,627 technology sessions:** Digital literacy continues to be an economic indicator of healthy communities. In 2016, MCFL connected all large and midsized 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 2017-2018, 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 - 542,515 items:** In 2016-17, MCFL had 158,497 registered patrons. The most popular materials borrowed were juvenile books at 177,653. We added 29,561 items to our collection this year, and filled 71,759 holds requests.

**Hours of Volunteer Service - 4,683 hours:** MCFL had 852 volunteers contributing 4,683 hours of service. According to the Corporation for National and Community Service 2016, volunteer services averaged out at \$24/hours and saved the Library \$112,392. <https://www.nationalservice.gov/vcla>

**Number of Homework Center Participants - 21,283 participants:** MCFL Homework Centers help students learn to use the library, and develop good study habits and social skills. Out of the 21,283 participants, K-5th grade is the largest attendance at 11,200. Students received help 28,238 times, the most popular subject being math at 9,174. MCFL's online tutoring database had a total of 18,329 uses, the most popular being writing lab and test prep at 3,262 uses.

# Managing for Results

## Natividad Medical Center

### Major Program Areas

- Acute Care Hospital
- Maternity Care
- Emergency Services
- Level II Trauma Center
- Provision of Safe, Reliable Health Quality Care
- Hospital Patient Experience
- Language Access Services
- Productivity
- Recruitment of Engaged, Committed Workforce

### Mission Statement

To continually monitor and improve the health of the people, including the vulnerable, in Monterey County through coordinated, affordable, high quality health care.

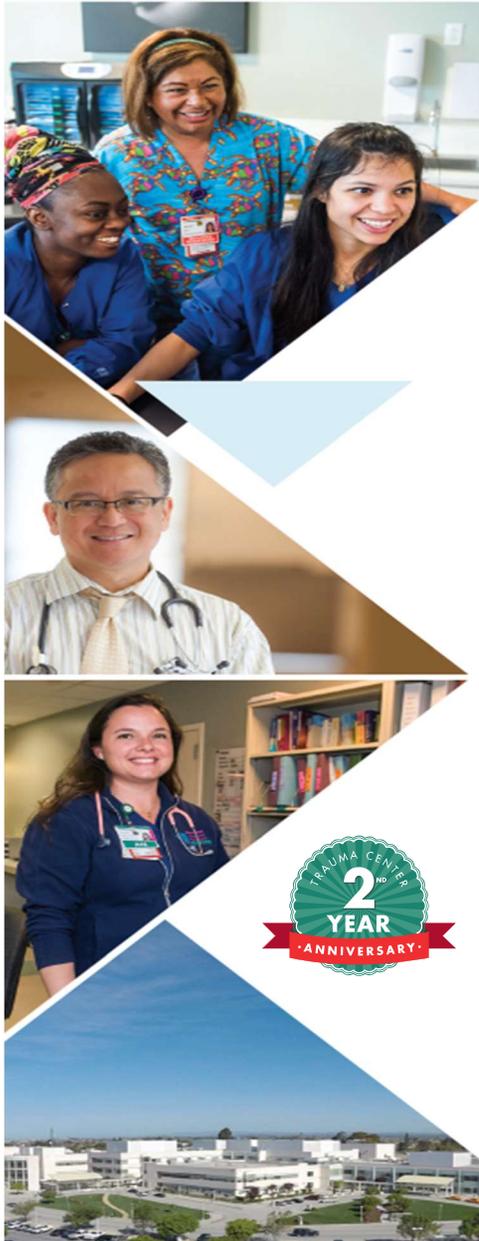


# Natividad Medical Center

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Average Daily Census	94.3	93.3	98.5	104.8	105.6
2. Deliveries per Month	219	204	218	208	183
3. Emergency Department Visits per Month	3,984	3,983	4,409	4,311	4,236
4. Level II Trauma Center Patients	N/APP	N/APP	623	1,528	1,427
5. CMS Hospital-Acquired Conditions (HAC) Reduction Program Total Score	N/APP	N/APP	2.68	6.75	2.68
6. Rate of Hospital Patient Satisfaction – Always Favorable Communications with Nurses	73.7	77.4	72.5	73.1	71.4
7. Rate of Hospital Patient Satisfaction – Always Favorable Communications with Doctors	79.5	83.0	80.8	76.5	75.5
8. Language Access Services: Number of Interpreter Encounters per Month	1,500	3,300	3,500	4,600	4,700
9. Productive Full Time Equivalents Per Adjusted Occupied Bed	5.34	5.44	5.43	5.79	6.25
10. Number of Staff New Hires per Fiscal Year	146	179	283	369	377

# Natividad Medical Center



## 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 healthcare to the residents of Monterey County for over 131 years, NMC provides healthcare 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 380 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 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.
- Maintaining a Hospital-Acquired Conditions (HAC) Reduction Program Total Score at or better than the national benchmark as publicly reported by the Centers for Medicare and Medicaid Services (CMS) is an indicator of providing safe, reliable, quality care.
- NMC participates in the first national, standardized, publicly reported survey of patients' perspectives of hospital care. Two patient experience indicators from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) 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 healthcare to patients and 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% - 70% of total operating expenses on labor costs. The Productive Full Time Equivalent (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

## Probation Department

### Major Program Areas

- Juvenile Supervision
- Adult 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 by preventing and reducing the frequency, severity, and impact of criminal and delinquent behavior among adults and juveniles who come within the jurisdiction of the Probation Department.

This is accomplished through prevention activities, preparation of appropriate reports, recommendations to the court, enforcement of court orders, providing victim assistance, and by seeking and developing new methodologies in probation services.



# Probation Department

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of Adults who successfully completed probation.	70%	65%	67%	63%	60%
2. Percent of Juveniles who successfully completed probation	80%	86%	75%	75%	67%
3. Number of individuals released from state prison to Post Release Community Supervision (PRCS).	216	182	226	210	213
4. Percent of individuals who successfully completed their PRCS supervision.	67%	73%	76%	72%	69%

# 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” or “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

### Major Program Areas

- Felony
- Misdemeanor
- Juvenile
- Mental Health
- Therapeutic Courts
- Post-Conviction Relief

### Mission Statement

Providing efficient, effective, zealous advocacy in our legal representation of indigent defendants, developing strong attorney-client relationships, and utilizing collaborative assistance from our Safety Partners that allows our clients and community to thrive and grow in a safe environment.



# Public Defender

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Number of New Felony Matters Handled	2,713	2,945	2,656	1,971	1,966
2. Number of New Misdemeanor Matters Handled	4,851	4,091	5,116	7,227	6,902
3. Number of New Mental Health Matters Handled	63	78	111	114	86
4. Number of New Juvenile Matters Handled	636	486	457	687	403

# Public Defender



## Story Behind the Performance

The Public Defender began a new era in 2017 with the hiring of Susan Chapman as the new Public Defender. Within weeks of assuming office, Ms. Chapman collaborated with other County departments and secured state funding to expand the number and level of services the Public Defender provides to its Monterey clients.

In fall of 2017, with the support of the Board of Supervisors, the Department restructured its attorney staffing model to increase attorney training and quality assurance, and brought Monterey County closer than ever before to the best-practices standards of attorney supervision and case reviews.

With support from the Board of Supervisors, Monterey County became one of only a handful of Public Defender Departments in the United States to staff a full-time immigration attorney to ensure that foreign-born clients receive specialized immigration counsel as part of their representation.

The Department embraced and adapted to recent changes in California's laws that allow persons previously convicted of non-violent offenses to return to court and have those convictions reduced or dismissed. The Public Defender allocated a wide range of attorney and administrative services to effect the voter mandates of recently passed Propositions 47, 57, and 64. Reaching out to our County's Military Veterans is a special priority of the Department and Ms. Chapman personally represented scores of veterans as they obtained post-conviction dismissals of their cases.

Embracing the digital revolution, the Department progressed on the path of replacing paper-based files with virtual, digital files, collaborating with the Courts, Monterey County's IT Department, and private industry to be able to provide our services with greater efficiency and at a lower cost to the County and the environment.

# Managing for Results

## Resource Management Agency (RMA)

### Major Program Areas

- Planning and Building Services
- Roads & Bridges/Engineering
- Facilities/Architectural Services
- Monterey County Parks

### Mission Statement

The Resource Management Agency brings together a wide range of Land Use and Capital functions, including Building Services, Environmental Services, Planning Services, Surveying, Parks, Public Works, and Facilities, to ensure safe building construction, planning for future needs of the County, management of infrastructure and county facilities, and protection of natural resources.



# Resource Management Agency

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Percent of discretionary land use permit applications decided by an initial study (ND/MND) completed within 180 days. Target = 100%	63%	29%	58%	52%	30%
2. Number of Long Range Planning Projects Completed in a year. Target = 30 projects/year	6	30	24	16	7
3. Percent of County 1,232 miles of roads at Pavement Condition Index rating of 60 or above. Target = 50%	7.3%	5.4%	4.8%	4.8%	4.2%
4. Percent of fully funded priority CIP projects on schedule and on budget. Target =100%	75%	89%	74%	72%	84%
5. Percent of building permits issued over the counter. Target = 60%	63%	61%	67%	54%	53%

# Resource Management Agency



## Story Behind the Performance

Like many of the years since the Resource Management Agency's (RMA) formation in 2004, FY 16-17 was a year of significant operational change and challenges. Following a reorganization in FY 15-16, the Board of Supervisors added the Parks Department to the RMA in December 2016. These changes in structure have meant that the RMA Director currently serves in multiple leadership capacities while recruitments are pending for Land Use, Building Services, Parks and Public Works, and Planning until a Chief of Planning Services was appointed in June 2017.

The steady decline in staffing and other resources, ranging from 373 staff in FY 07-08 to 273 staff in FY 16-17, is reflected in key performance measures either declining or remaining relatively static over the years. On the other hand, working with limited resources has yielded innovative solutions and increased efficiency in how we do business. RMA is launching an initiative to re-evaluate how we manage for results in an effort to improve performance at all levels of the agency.

A number of time sensitive priorities arose in FY 16-17 which also impacted the key performance measures, including disaster response and expedited permitting following the Soberanes and Chimney Fires, county wide flooding events, and the development and implementation of a medical cannabis ordinance. Additionally, RMA moved the majority of its staff and operations from its location at the Government Center Administration Building to the Schilling Place Government Center in May 2017.

# 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

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. COB – Number of County Jail bookings processed.	11,564	11,475	11,115	11,122	10,103
2. COB – Average number of days a released inmate is housed in jail.	33	33	34	33	24
3. COB – Number of Jail Program completions	N/A	N/A	N/A	N/A	13,087
4. COB – Number of inmate visits	N/A	N/A	N/A	N/A	30,544
5. EOB – Number of calls for service completed.	N/A	N/A	N/A	53,281	59,676
6. EOB – Number of Violent Crimes reported.	N/A	N/A	N/A	919	899
7. AOB – Number of applicant background checked.	342	550	810	549	N/A
8. AOB – Number of employees hired.	160	102	124	154	N/A
9. AOB - Number of Workers' Compensation Claims Department-wide	117	129	156	171	149

# 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 as the population increases. 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 1,000 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 a few. Despite the staffing shortages, jail staff facilitated over 13,000 program sessions during the year. Low staffing makes coordinated and safe inmate 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's Deputies are often requested to assist local police agencies, which places further strain on staffing. Further, Sheriff's 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 is able to maintain a variety of specialized units to include: SWAT, Bomb Unit, Search & Rescue, Mobile Field Force and K9s to name just a few.

**Administration Operations Bureau (AOB):** The Sheriff's Office annual budget is approximately \$110 million. The Office has nearly 90 complex contracts with outside vendors. With nearly 450 employees, monitoring mandatory training and Human Resources issues is a challenge. The training of new Deputy Sheriff's is complex and time consuming. Workers' Compensation cases play a significant role in employee absence, which often times increases overtime. The Sheriff is diligently addressing Workers' Compensation claims in order to reduce future claims.

# Managing for Results

## Department of Social Services

### Major Program Areas

#### Community Benefits

- Family & Children's Services
- Aging & Adult Services
- CalWORKs Employment Services
- Military & Veterans' Affairs

### Mission Statement

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 and 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

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
1. Total county residents aided.	134,455	160,749	182,587	198,558	220,611
2. Percent of Community Benefits applications processed timely.	86.60%	78.28%	78.40%	86.39%	90.05%
3. Rate of work participation for all CalWORKs (not including WINS).	20.7%	28.2%	41.1%	45.1%	57.3%
4. Average monthly number of IHSS recipients.	3,894	4,036	4,305	4,424	4,655
5. Number of adult protective services referrals.	733	822	1,202	1,491	1303
6. Number of child maltreatment allegations referred.	2,537	2,223	2,896	3,031	4805
7. Children in care per 1,000 children in population.	2.5	2.9	3.1	3.8	3.3
8. Percent of children with no recurrence of maltreatment within 6 months.	93.5%	94.2%	94.4%	N/A	N/A
9. Percent of children in foster care with less than or equal to 2 placements.	92.5%	91.7%	92.5%	88.8%	N/A
10. Number of Veterans served in the office.	5,104	6,562	8,418	9,419	7,503

# Department of Social Services



## Story Behind the Performance

Monterey County Department of Social Services administers over 70 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 plays a key role in the local economy 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 offers an array of trainings and supportive services to participants. Services include vocational assessment, employment readiness and job appraisal, child care, transportation, and work related education and training expenses. Several initiatives including subsidized employment and family stabilization have been implemented to better promote self-sufficiency.

The Aging & Adult Services 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 (IHSS) 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 IHSS 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 & Children's Services 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, which was launched in January 2017

The Military & Veterans Affairs Office served 7,000 veterans and their families in FY 16-17. Services include: benefit claims, counseling and information and referral. The agency expanded services to South County.

# Managing for Results

## Treasurer-Tax Collector

### Major Program Areas

- Treasury
- Property 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

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. Treasury: Percentage of reporting period quarterly portfolio yield exceeding average of industry benchmarks. Target = 100%	100%	100%	100%	100%	100%
2. Treasury: Percentage of invested portfolio maintaining a weighted average maturity (WAM) of two years or less. Target = 100%	100%	100%	100%	100%	100%
3. Property Tax: Percentage of property taxes collected- SECURED Target = 97%	98.8%	99.1%	99.1%	99.2%	99.2%
4. Property Tax: Percentage of property taxes collected – UNSECURED Target = 96%	98.5%	98.7%	98.6%	98.6%	98.6%
5. Revenue: Percentage of customers who rates services received as Excellent. Target = 90%	N/APP	96.0%	95.4%	94.5%	97.1%
6. Revenue: Dollar value of traffic and delinquent criminal fines and fees revenues collected and processed.	\$12.2M	\$12.0M	\$12.5M	\$12.2M	\$11.6M

# Treasurer-Tax Collector



## Story Behind the Performance

The Treasury 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 workload 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 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 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. 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

## Water Resources Agency (MCWRA)

### Major Program Areas

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

### Mission Statement

The Water Resources Agency 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

To become a recognized and respected leader in the community we serve through demonstrated knowledge, integrity and the quality of our actions.



# Water Resources Agency

## Key Department Performance Measures

	FY 2012-13	FY 2013-14	FY2014-15	FY2015-16	FY2016-17
	Actual	Actual	Actual	Actual	Actual
1. RRP – Number of acre-feet diverted by the Salinas River Diversion Facility.	6,109	0	0	0	1,683
2. PPA – Percent of time Hydroelectric Power Plant was operating (8760 hours = 100%)	N/A	81%	75%	87%	88%
3. PPA – Revenue collected for Hydroelectric.	\$162,880	\$133,674	\$71,100	\$45,638	\$246,289
4. DRP – Number of documents MCWRA processed.	388	374	347	372	529
5. DRP – Revenue Fees collected for MCWRA documents processed.	\$318,997	\$333,965	\$312,631	\$325,054	\$335,788
6. WRP – Number of wells reviewed as part of General Plan process.	107	110	87	111	114
7. WRP – Revenue development fees collected annually for MCWRA process of well permit.	\$80,398	\$85,074	\$68,541	\$74,887	\$81,338

# 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 a 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 four years due to extended drought conditions in California. The acre-feet recorded in the previous table is from the end of FY16-17, months April to June. Reservoir releases are 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 over the last four years 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, Monterey Peninsula Waste Management District (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.