



County of Monterey

Board of Supervisors
Chambers
168 W. Alisal St., 1st Floor
Salinas, CA 93901

Board Report

File #: 13-0345, **Version:** 1

- a. Receive, review and approve the Managing for Results (MFR) Fiscal Year 2012-2013 Semi- Annual Report; and
- b. Provide direction to staff as appropriate.

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive, review and approve the Managing for Results (MFR) Fiscal Year 2012-2013 Semi-Annual Report; and
- b. Provide direction to staff as appropriate.

SUMMARY:

In October 2010, efforts to create a performance based culture and organization began with nine pilot departments. The nine departments were provided training by Management Partners, Inc.

In March 2012, the Countywide Performance Measurement Program was re-launched and strong efforts have been made to continuously develop and implement the program Countywide. The Managing for Results Work Plan was approved by the Budget Committee on July 23, 2012. The Board of Supervisors approved the Work Plan on September 21, 2012. Subsequent progress reports have been provided to the Budget Committee and the Board of Supervisors. Through the County Department Readiness Assessment, and identified in the Work Plan, it was clear that a program of this magnitude would be a paradigm shift for the County and it would require a multi-phase, multi-year approach. Departments would need to identify their baseline data with Output/Workload measures and continuously build upon that foundation.

A successful, comprehensive and integrated performance measurement program requires vision, support and direction from senior leadership. It requires commitment from all levels of the organization. It must focus on achieving results for the customer and allow departments to demonstrate accountability to the citizens of Monterey County. It must make business sense; the department goals support the County's vision and marry with the Board of Supervisors Strategic Initiatives established in November 2008 and recently revised in February 2012.

A good performance measurement system is fundamental to efficient and effective operations and service. The first purpose is a management tool to help departments manage and continuously improve their operations. The tools gauge when performance falls below targets and allows managers to give feedback and make adjustments. The second purpose is a communication tool to recognize and communicate the performance results to the organization and the public.

DISCUSSION:

The Fiscal Year 2012-2013 Semi-Annual Report is an introduction to the program's reporting process. The program is a continuous improvement effort that will be refined and modified through the coming years. One area of refinement, as addressed in the feedback received from the Budget Committee, is the need for measures

that reflect the efficiency and effectiveness of County programs and services. Departments that have the ability to extract output/workload data should be able to create efficiency and effectiveness measures. Departments will be requested to improve their measures and future reports will be modified to showcase the relationship between the department performance measures, department goal, Board of Supervisor Strategic Initiative and tie to the County Mission Statement.

Department performance measures are identified by three types: Output/Workload, Efficiency and Effectiveness. Output/Workload measures are fundamental and required to continue the enhancement of efficiency and effectiveness measures. Output/Workload measures are designed to give the Board of Supervisors and the public a sense of whether a program's workload is increasing or decreasing. As department measures are refined, the need to report Output/Workload will decrease. Efficiency measures are designed to tell how well we are using our resources. It is the ratio between the amount of input and the amount of output. Effectiveness measures are designed to describe the impact of the program or service on the community, or the County organization. It can answer the question: "How well was it delivered?" and "Did we meet our target goals?" Effectiveness measures are fundamental to quality, impact, and outcome of service delivery.

Staff believes it is important for the Board to recognize that we are currently in the process of building an infrastructure upon which a successful performance measurement program will be fully implemented. County departments are at varied stages of development in their respective program, development and/or refinement of meaningful measures, and outcomes used as a management tool to assist them with operations. Some departments will need to develop system to allow them to capture data in the most efficient manner. Other departments are working to bring efficiencies to current data collection systems. Many of the departments are faced with resource challenges and constraints.

The MFR Program consistently benchmarks other jurisdictions and uses best practices from within the County organization to continuously improve the program. The MFR staff is committed to ensure that, over time, all departments develop and implement a meaningful set of performance measures.

OTHER AGENCY INVOLVEMENT:

County departments are involved in the process of developing and providing narratives, performance measures and outcome data for inclusion in the Semi-Annual Report.

FINANCING:

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

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Attachment: FY 2012-2013 MFR Semi-Annual Report

