



# County of Monterey

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

## Legislation Details (With Board Report)

**File #:** 17-0076 **Name:** MFR FY15/16 Annual Report  
**Type:** General Agenda Item **Status:** Passed  
**File created:** 1/20/2017 **In control:** Board of Supervisors  
**On agenda:** 1/31/2017 **Final action:** 1/31/2017

**Title:** a. Receive the Board of Supervisors Strategic Initiatives Fiscal Year 2015-16 Annual Report;  
b. Receive the Managing for Results Fiscal Year 2015-16 Addendum Report;  
c. Consider approving the revised Public Safety Policy Area definition and additional Key Objective;  
d. Consider approving the revised reporting cycle from bi-annual to annual;  
e. Consider approving the revised Board Report template; and  
f. Provide direction on department performance measures and provide general direction to staff as appropriate.

**Sponsors:**

**Indexes:**

**Code sections:**

**Attachments:** 1. Board Report, 2. Attachment A\_Monterey Co MFR SI\_Final\_12202016, 3. Attachment B\_MontereyCo\_MFR\_Addendum\_FINAL\_12132016, 4. Attachment C\_Monterey County Strategic Initiatives Key Objectives\_proposedFY1516\_122016, 5. Attachment D\_RevisedBoardReport\_template\_2016, 6. Completed Board Order

Date	Ver.	Action By	Action	Result
1/31/2017	1	Board of Supervisors	approved	Pass

- a. Receive the Board of Supervisors Strategic Initiatives Fiscal Year 2015-16 Annual Report;  
b. Receive the Managing for Results Fiscal Year 2015-16 Addendum Report;  
c. Consider approving the revised Public Safety Policy Area definition and additional Key Objective;  
d. Consider approving the revised reporting cycle from bi-annual to annual;  
e. Consider approving the revised Board Report template; and  
f. Provide direction on department performance measures and provide general direction to staff as appropriate.

### RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a. Receive the Board of Supervisors Strategic Initiatives Fiscal Year 2015-16 Annual Report;  
b. Receive the Managing for Results Fiscal Year 2015-16 Addendum Report;  
c. Consider approving the revised Public Safety Policy Area definition and additional Key Objective;  
d. Consider approving the revised reporting cycle from bi-annual to annual;  
e. Consider approving the revised Board Report template; and  
f. Provide direction on department performance measures and provide general direction to staff as appropriate.

### SUMMARY:

In November 2015, the Board of Supervisors (BoS) desired to expand the Managing for Results (MFR) countywide performance measurement program by aligning the BoS Strategic Initiatives with department budget goals and performance measures. The Fiscal Year (FY) 2015-16 BoS Strategic Initiatives Annual Report and Managing for Results (MFR) FY 2015-16 Addendum reflects the initial efforts of alignment and continuous improvement efforts:

- The MFR Program created new BoS Strategic Initiatives and MFR Addendum report templates. The

design is to be reader friendly by focusing on key information and meaningful stories that give context to the data.

- County staff from various departments participated in workshops facilitated by MFR staff to review policy areas and department strategic priorities, correlate the Board of Supervisors Strategic Initiatives with department programs, services and performance measures.
- County staff from various departments reviewed performance measures, prioritized, and selected up to ten measures to report.
  - Departments continue to review, analyze and refine performance measures.
- The MFR Program staff collaborated with the Clerk of the Board to develop a revised Board Report template. The revised template creates a roadmap intended to show linkage of County work and the BoS Strategic Initiatives.

#### DISCUSSION:

The BoS Strategic Initiatives Annual Report and MFR FY 2015-16 Report Addendum are revised templates that present a process to connect the County's vision through its strategic initiatives, department goals, programs and services and performance measurement outcomes.

The BoS Strategic Initiatives are a set of five broad policy areas that address the County's vision in the next year. The policy areas are: Economic Development, Administration, Health and Human Services, Infrastructure and Public Safety. The Strategic Initiatives were adopted in 2008 with five policy areas and 19 Key Objectives. During subsequent years, the Strategic Initiatives have been refined to reflect changing county priorities. The policy areas give clear expectations regarding what the County intends to achieve. The policy areas provide a forward focus for departments to correlate goals, program and service expectations, and achieve performance measurement outcomes. After receiving input from several County Departments, staff recommends a revision to the Public Safety policy area definition and additional Key Objective. The refined definition has been broadened to encompass all types of crimes. The Public Safety Key Objective reflects services that were not previously addressed in prior revisions. In total, the current policy areas contain 14 Key Objectives, 56 Milestones and 24 Key Performance Measures. Previously we reported on 13 Key Objectives, 91 Milestones and 33 Performance Measures.

The MFR Program is a countywide program initiated at BoS direction in 2012 to develop and cultivate a performance based culture that is managed by outcomes. The FY 2015-16 report was presented to the Budget Committee on October 26, 2016. The report includes measures from 24 county departments. The MFR Program works with staff from various County departments designated as "MFR Department Contacts". The contacts provide consistency to the process and are department program champions. During FY 2015-16, the contacts participated in a series of workshops to correlate their priority programs and services to the Board of Supervisors Strategic Initiatives. Each department reviewed their set of performance measures, prioritized, and selected up to 10 measures to report. An important element of the performance measurement report is the "Story Behind the Performance." The stories give context to the data and helps the reader understand details about the performance measures, targets met, accomplishments and barriers to the process.

The MFR Program is driven by a "continuous improvement" philosophy. Continuous improvement means making things better by working on our processes, demonstrating flexibility, engaging change, using outcomes to manage our operations, and ultimately to make better business decisions. In October 2015, the BoS directed that the MFR Program to link the BoS Strategic Initiatives with Department Operational Goals and Department Performance Measures. One step toward this link is with the reports which are prepared for every Board business item. A Board Report is an informational document used by the BoS to gain information necessary to

make decisions on behalf of the County. In response to Board direction, staff has developed a revised Board Report template that requires the identification of the appropriate Strategic Initiative(s) linked to the requested Board action. (Attachment B) MFR Program staff will provide workshops to train department staff on how to complete the new report section. Staff recommends the revised Board Report template be placed into use by all departments by March 1, 2017.

The process to create the Annual Report is very time intensive involving staff from multiple departments. The revised structure of the MFR FY 2015-16 Annual Report is presented to the BoS as an Addendum to the BoS Strategic Initiative FY 2015-16 Annual Report. Staff recommends revising the reporting cycle from bi-annual to an annual report.

As a next step, the MFR Program will begin the next phase of linking the BoS Strategic Initiatives to Department Operational Goals and Department Performance Measures. Workshops will be scheduled to introduce the S.M.A.R.T. (Specific, Measurable, Achievable, Results-Oriented, Time Bound) goal concept. S.M.A.R.T. goals help align organizational goals to improve performance and make them meaningful to County staff. The goal is to create meaningful Operational Goals and related Accomplishments in the 2018 Recommended Budget Book.

**OTHER AGENCY INVOLVEMENT:**

All County departments have been involved in the process of developing and providing performance measures, narratives, and outcome data for inclusion in the Annual Report. The Clerk of the Board collaborated in development of the revised Board Report Template. MFR staff has been collaborating with the CAO Budget & Analysis Division on revising Budget Year Goals to S.M.A.R.T. Department Operational Goals and Accomplishments that will be reflected in the 2018 Recommended Budget Book.

**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.

Prepared by: Joann Iwamoto, Management Analyst III

Approved by: Nicholas E. Chiulos, Assistant County Administrative Officer

Attachments on file with the Clerk of the Board:

A: Board of Supervisors Strategic Initiatives FY 2015-16 Annual Report

B: Managing for Results FY 2015-16 Addendum Report

C: Revised Board of Supervisors Strategic Initiatives Policy Areas

D: Revised Board Report Template