



County of Monterey

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

Board Report

File #: 18-994, **Version:** 1

Receive the Managing for Results (MFR) Fiscal Year (FY) 2017-18 Annual Report;
Direct departments to include Department Key Performance Measures in their annual budget submission for the Recommended Budget Book information; and
Provide direction to staff as appropriate.

RECOMMENDATION:

It is recommended that the Board of Supervisors:

- a) Receive the Managing for Results (MFR) Fiscal Year (FY) 2017-18 Annual Report;
- b) Direct departments to include Department Key Performance Measures in their annual budget submission for the Recommended Budget Book information; and
- c) Provide direction to staff as appropriate.

SUMMARY:

The Managing for Results (MFR) Countywide Performance Measurement Program continues to develop the organization's culture to become performance based. A performance based organization is led by executive leadership who has a strong desire to manage operations for results and create continuous improvement for efficiencies. A performance based organization aligns its Mission Statement with Strategic Initiatives which relate to Department Operational Goals and Department Performance Measures. To that end, the MFR Program contributed to the Board of Supervisors' direction of becoming performance based.

DISCUSSION:

In 2010, Monterey County set a long-term goal of becoming a performance based organization by initiating a pilot program of ten departments to develop and manage performance measures. In 2012, the Board of Supervisors allocated one full-time position to manage and sustain a program, Managing for Results, to continue the pilot study and create a cooperation of "performance thinking" throughout the County organization. Studies and research has identified the five tools needed in a "Manager's Toolbox": strategic planning, performance measurement, performance budgeting, benchmarking and program evaluation." The MFR Program assisted Monterey County with some of those tools for our management staff.

During the past six years, the MFR Program has moved the effort forward and developed the following:

- Instituted performance measurement and continuous improvement knowledge that was applied to the creation of department performance measures
- Established MFR Department Point of Contacts who became "Program Champions"
- Annually reported on department performance measure outcomes
 - Identified areas of achievement and areas that would need development
- Monitored outcomes specifically related to areas that are considered high priority Board of Supervisors projects or subjects
- Established Department Key Performance Measures in the Recommended Budget Book
- Revised Department Goals and Accomplishments cataloged in the Recommended Budget Book to align with our County Mission Statement, Board of Supervisors Strategic Initiatives, and

Department Key Performance Measures

Due to the FY 2017-18 budget constraints, the final County budget approval included deletion of one full-time equivalent Management Analyst III position that managed the MFR Program. The deletion no longer allows for program centralization, oversight, or the compilation of an Annual Report. Staff recommends the performance based concept continues by way of Department Heads leading the effort within their organizations and being responsible for the integrity and due diligence of performance measures. Staff also recommends that Department Key Performance Measures continue to be submitted in the annual Recommended Budget Book.

For the purpose of efficiencies, the MFR FY 2017-18 Annual Report is an electronic version and will be printed upon request.

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.

FINANCING:

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

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Approved by:

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Attachments:

A: Managing for Results FY 2017-18 Annual Report (*electronic file*)