

SANTA BARBARA COUNTY BOARD AGENDA LETTER



Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Agenda Number:
Prepared on: 9/17/02
Department Name: 3rd District
Department No.: 011
Agenda Date: 10/15/02
Placement: Departmental
Estimate Time: 30 minutes
Continued Item: NO
If Yes, date from:

TO: Board of Supervisors

FROM: Gail Marshall
3rd District Supervisor

STAFF CONTACT: Mark Chaconas
568-2197

SUBJECT: Recurring Performance Measures

Recommendations:

That the Board of Supervisors:

1. Adopt a Policy that future Board of Supervisors agenda letters that have a fiscal impact and/or policy implication identify the department's related performance measures and/or related formal project from the Project Management System.
2. Direct the County Administrator and Department Directors to return with periodic reports on actual performance.

Alignment with Board Strategic Plan:

The recommendations are primarily aligned with our organizational values regarding leadership, initiative and innovation, Goal No. 1. An Efficient Government Able to Respond Effectively to the Needs of the Community and with Goal No. 3. A Strong, Professionally Managed County Organization.

Executive Summary:

Each County department has developed and utilized recurring performance measures for the last five years. The performance measures are embedded in our annual operating plan and are adopted on an annual basis by the Board during the course of our budget deliberations. The actual performance is reviewed during quarterly operations review meetings (ORMs) with the County Administrator, Department Directors, Business Managers, and others during the year.

The recommendations presented today are to establish policy that when a Board of Supervisors staff report is submitted that may result in a fiscal impact or policy decision, the department highlight the existing adopted performance measures or identify appropriate new performance measures which are supported by the staff recommendation. Staff reports pertaining to projects not related to recurring performance measures would include the Summary Report from the Project Reporting System.

In addition, it is recommended that your Board direct the County Administrator and Department Directors to develop a bi-annual summary based on the County's adopted measures and adopted project management system. The actual presentations before the Board should utilize the quarterly reporting system form and the project management system forms to forestall extra work and avoid the need to create further paperwork.

Discussion:

Through the County's operating plan or annual budget document, the Board of Supervisors adopts the fiscal blueprint for the 23 County departments, which includes hundreds of recurring performance measures. These performance measures, and the resulting fiscal allocation, serve as a tool to guide and measure the expected outcomes of the organization. By measuring the ability to deliver services and projects, the Board of Supervisors and the public are given a reasonable expectation the budget will be expended prudently and effectively.

Our adopted Strategic Plan allows the Board and the departments to address critical needs throughout the County. This ongoing examination of how we do business as an organization has resulted in the ability to develop, define and measure expected outcomes of County government service. However, the specific performance measures are not brought forward in any detailed or relevant report that would allow for a public discussion and evaluation of these important tools.

To date, over 900 recurring performance measures have been adopted. Generally, most of the measures are based on the department's ability to respond and dispose of caseloads, ensure clients are receiving appropriate supervision and services, keep costs at or below identified levels, and maintain State or Federal mandated standards.

As these performance measures have been refined over the past 5 years, the departments are becoming more efficient at submitting achievable and realistic measures. However, the Board of Supervisors does not regularly review these measures and there is no direct evaluation by the Board outside of the budget process. As a result, the public and the Board of Supervisors do not have the ability to score the performance measures during the course of the fiscal year or more importantly, when a request that may have a significant fiscal or policy implication is submitted to the Board for consideration.

Today's proposed policy is that when practically feasible, a department shall identify the relevant performance measures when an item is submitted for Board of Supervisors consideration. Specifically, appropriate performance measures should be identified when a Department is requesting Board approval for additional funds to start a new or enhance an existing program.

Staff reports pertaining to projects not related to recurring performance measures can include the Summary Report from the Project Reporting System.

In addition, I recommend that the County Administrator develop an evaluation process that regularly brings these adopted performance measures to the Board for review. While these reports may not need to summarize all adopted projects and measures, the County Administrator and the Departments should develop a report that addresses the salient performance measure for that time period. It is my expectation that these reviews can begin within the next 90 days.

Board letters and their accompanying attachments associated with the project reporting system should continue to be electronically delivered to the Clerk of the Board to ensure this information is posted on our County web site.

Our Board sets aside a significant time commitment to review our Strategic Plan, 5-Year Capital Improvement Plan, Strategic Scan and Annual Operating Budget. A regular evaluation of our departments' ability to deliver services and projects will be another prudent use of our time serving as the elected representatives of our community.

Mandates and Service Levels: None

Fiscal and Facilities Impacts: None

Special Instructions: None

Concurrences: County Administrator