

**County Administrator's Office
FY 2009-10 Performance Plan**

I. MISSION STATEMENT

The mission of the County Administrator's Office is to assist the Board of Supervisors and County departments in providing high quality services to the community through sound fiscal management, effective operations and a supportive workplace for employees.

II. DEPARTMENT OVERVIEW

The County Administrator is appointed by, and operates directly under, the Board of Supervisors serving the legislative function of the Board by providing research, information, and recommendations, and serving the executive function of the Board by providing management assistance.

Through the County Management and Budget program, the County Administrator's Office works with departments to annually prepare the County's budget and monitors implementation of the budget adopted by the Board of Supervisors. The office also oversees the implementation of the County's Strategic Plan and Managing for Results performance management system. This program also coordinates the County's legislative efforts and is responsible for countywide public and employee information.

The Risk Management Division of the CAO works to protect the property, human, fiscal and environmental assets of the County. This program administers insurance, workers' compensation, safety, ergonomics and other matters relating to the County's management of risk. The Facilities Planning and Development program of the CAO is responsible for overseeing countywide facilities management and capital planning efforts.

In addition to the above programs, the County Administrator oversees the Animal Control contract between the County, Marin cities and towns, and the Marin Humane Society for animal control and shelter services, the Alternative Defender Contract, the Wildlife and Fisheries Advisory Committee, the FishNet 4C grant and the Frank Lloyd Wright Conservancy Commission.

The County Administrator's Office includes the following programs:

County Management and Budget
Risk Management
Facilitates Planning and Development
Animal Control
FishNet 4C

III. FY 2008-09 ACCOMPLISHMENTS

- Developed and began implementation of a long-term restructuring process to create a more sustainable budget that addresses the County's budget shortfall
- Developed a proposal for the creation of an appointed Director of Finance position that consolidates the elected Auditor-Controller and Treasurer-Tax Collector positions, which was approved by voters during the November 2008 election
- Provided in-house safety training for 550 employees, leading to a cost savings of \$55,000 compared with using an outside consultant

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- Initiated first phase of the Emergency Operations Facility and began the facility design and environmental review processes
- Developed financial policies for inclusion in the FY 2008-09 Proposed Budget
- Initiated legislative efforts to secure additional funding for local flood control projects; to facilitate seismic retrofit efforts for Marin General Hospital in partnership with the Marin Healthcare District; and to establish the Marin County Employees Retirement Association (MCERA) as a special district
- Working with actuarial assistance, completed the first Actuarial Valuation relating to Government and Accounting Standards Board (GASB) Statement No. 45 regarding long-term retiree health funding liabilities
- Amended the Living Wage Ordinance to create a single wage tier
- Worked with the Department of Public Works and Health and Human Services to complete the Marin Health and Wellness Campus, consolidating 290 County staff and co-locating with three community partner service organizations into six buildings, to be on time and come in under budget

IV. GOALS AND KEY INITIATIVES FOR FY 2009-10

Goal 1: Support the Board of Supervisors and County departments in developing key priorities that result in effective services to the community

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

The County Administrator's Office has an important role in assisting the Board of Supervisors and County departments in setting and implementing countywide priorities consistent with the Countywide Goals to guide resource allocation.

| FY 2009-10 Key Initiatives |
|--|
| 1. Conduct budget and planning workshops with the Board of Supervisors to share information about the County's budget and restructuring process and receive direction |
| 2. Work with the Board of Supervisors and County departments to update and implement the County's strategic priorities |
| 3. Conduct community and employee engagement activities to communicate information about County services and budget and receive input to inform decision-making |
| 4. Develop and implement the next phase of the Managing for Results performance management program and complete the development of performance measures across County programs |

Goal 2: Ensure the County's long-term financial stability and protect County assets

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

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Consistent with the Countywide Goal of "Financial Responsibility," one of the core responsibilities of the County Administrator's Office is to ensure the County's long-term financial stability and develop a balanced budget each year. This role is particularly important given the County's long-term restructuring process to address the County's structural shortfall.

FY 2009-10 Key Initiatives

1. Work with departments to develop a 3-5 year long-term restructuring plan to close the County's structural shortfall and re-establish a sustainable operating budget
2. Evaluate the Proposed Budget document production process and explore potential changes to improve efficiency and reduce costs

Goal 3: Facilitate the County's efforts to become a high performance organization

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

In conjunction with the Human Resources Department and other County departments, the County Administrator's Office has a key role in helping the County become a high-performance organization focused on results and continuous improvement.

FY 2009-10 Key Initiatives

1. Work with the County's administrative departments to continue implementing recommendations from the organizational review of the County's administrative functions
2. Work with the Auditor-Controller's Office and Treasurer-Tax Collector's Office to develop a transition plan to create the consolidated Department of Finance
3. Assist the Human Resources Department with organizational design, training, workforce planning, and other organizational development initiatives
4. Work with the Human Resources Department to review and implement results from the 2009 County Employee Survey
5. Coordinate with the Information Services and Technology Department to extend improved reporting capabilities throughout the organization to optimize utilization of MERIT

Goal 4: Promote effective intergovernmental relationships at federal, state and local levels

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

The County Administrator's Office represents the County's interests at the Federal, State, and local levels to help advance the County's priorities. Our office also works closely with other jurisdictions in Marin County to coordinate services and work together on countywide issues.

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FY 2009-10 Key Initiatives

1. Prepare the County's 2009 Federal and State Legislative Plan with the assistance of other departments
2. Provide assistance and coordination with regard to legislative advocacy efforts at the national and state levels on issues of importance to the County
3. Provide a leadership role on the Marin Emergency Radio Authority Board of Directors and assist County departments and other agencies in implementing the authority's work plan
4. Provide assistance with the creation of the Marin Clean Energy Authority
5. Work with Marin County cities and towns to explore opportunities for cost-savings by consolidating or sharing services

Goal 5: Provide safe, healthy, and productive work environment at County facilities

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

Providing a safe, healthy, and productive work environment is important to help employees provide the highest quality services to our community. Through the Facilities Planning and Risk Management programs, the County Administrator's Office leads efforts to maintain and plan for County facilities and effectively manage countywide risk.

FY 2009-10 Key Initiatives

1. Implement a process to select a design for the Emergency Operations Facility and contract with a private third party that would entitle and construct the project in future fiscal years
2. Conduct Civic Center space planning and design work related to office space relocation of County departments
3. Integrate plans for future upgrades of Marin County Fire Department Facilities into Facilities Asset Management planning priorities
4. Identify a site for a County morgue and implement initial space planning alternatives
5. Continue to provide accessible, enhanced safety training to additional County departments and employees
6. Continue to provide year-round workers compensation training to supervisors/managers at department worksites

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Goal 6: Support and enhance a professional, cohesive County Administrator's Office to provide leadership to the County organization

Please indicate how goal reflects one of the department's highest priorities and aligns with Countywide Goals and Priorities

Taking steps to ensure a professional and cohesive team is key to successfully carrying out our role in providing organizational leadership.

| FY 2009-10 Key Initiatives |
|---|
| 1. Develop and implement an office-wide community service project, and explore additional efforts to foster employee volunteer opportunities within the community |
| 2. Provide cross-training opportunities for staff to gain additional knowledge and experience |
| 3. Provide opportunities for staff development, training, and participation in related professional organizations |

V. KEY CHALLENGES AND ISSUES

- Restructuring the County's budget to develop a more sustainable County budget
- Balancing workloads and potential initiatives with staff and financial resources countywide

VI. PERFORMANCE MEASURES

COUNTY ADMINISTRATOR'S OFFICE

| Measure | FY 06-07 Actual | FY 07-08 Actual | FY 08-09 Estimate | FY 09-10 Estimate |
|---|--------------------|--------------------|----------------------|----------------------|
| Percent of department customers rating CAO service as "good" or "excellent" in the following areas: | | | | |
| • County Management and Budget | n/a | n/a | 90% | 90% |
| • Facilities Planning and Development | n/a | n/a | 90% | 90% |
| • Risk Management | n/a | n/a | 90% | 90% |

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COUNTY MANAGEMENT AND BUDGET

Objective: Ensure financial responsibility and accountability through sound fiscal management

| Measures | FY 06-07 Actual | FY 07-08 Actual | FY 08-09 Estimate | FY 09-10 Estimate |
|---|----------------------------|----------------------------|------------------------------|------------------------------|
| Workload Measures | | | | |
| Number of Board of Supervisors budget and planning workshops conducted | 5 | 6 | 6 | 6 |
| Number of distinct fund centers budgeted countywide | 215 | 219 | 220 | 220 |
| Number of department initiatives tracked countywide | n/a | 315 | 320 | 310 |
| Effectiveness Measures | | | | |
| Percent of department initiatives achieved countywide | n/a | 88% | 90% | 90% |
| Percent of department effectiveness measures countywide that met or exceeded estimates | n/a | 75% | 75% | 75% |
| Percent of General Fund revenue received countywide compared with budgeted amount | 102% | 100% | 100% | 100% |
| Percent of General Fund expenses countywide compared with budgeted amount | 93% | 98% | 95% | 95% |
| Percent of General Fund countywide savings during the fiscal year compared with General Fund budget | 6% | 5% | 6% | 5% |
| Amount of General Fund contingency reserves used during the fiscal year | \$0 | \$0 | \$0 | \$0 |
| Percent of debt policy limit utilized | 0.80% | 0.75% | 0.75% | 0.75% |

Department Comments: Counting pension obligation payments, the County's debt limit utilized was approximately 2%. This percentage is still below the best practice of spending no more than 5% of operating budget on debt service.

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RISK MANAGEMENT

Objective: Provide high level of customer service to County departments on workers' compensation issues

| Measures | FY 06-07 Actual | FY 07-08 Actual | FY 08-09 Estimate | FY 09-10 Estimate |
|---|--------------------|--------------------|----------------------|----------------------|
| Workload Measures | | | | |
| Number of workers' compensation training sessions provided | n/a | n/a | 25 | 25 |
| Number of employees participating in training sessions | n/a | n/a | 200 | 200 |
| Effectiveness Measures | | | | |
| Number of days between injury occurrence and submission of paperwork to Risk Management | n/a | 7 | 5 | 5 |

Department Comments: Risk Management has expertise available in Workers Compensation to provide training for supervisors and managers in the process and procedure to support our combined goal to reduce injury frequency and severity and promote early return to work.

Objective: Provide high-quality and cost-effective workplace safety information to County departments

| Measures | FY 06-07 Actual | FY 07-08 Actual | FY 08-09 Estimate | FY 09-10 Estimate |
|--|--------------------|--------------------|----------------------|----------------------|
| Workload Measures | | | | |
| Number of safety training sessions provided | n/a | n/a | 40 | 45 |
| Number of employees participating in safety training | n/a | 300 | 350 | 500 |
| Effectiveness Measures | | | | |
| Percent of training sessions scheduled within one week of department request | n/a | n/a | 100% | 100% |
| Amount of annual cost savings in providing in-house safety training | n/a | \$45,000 | \$55,000 | \$50,000 |

Department Comments: With staff experience, knowledge and certifications, Risk Management can provide key safety services such as safety training and air quality testing exclusively in-house. As indicated in above measures, this ability produces significant cost savings and enhanced customer service at all County locations.