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October 30, 2018

Marin County Board of Supervisors
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: *Marin Compass*, the County's new Performance Management program

Dear Board Members:

RECOMMENDATION:

1. Accept report and approve launch of *Marin Compass*;
2. Modify existing Countywide goals to "Healthy", "Safe" and "Sustainable"; and
3. Initiate program implementation, including Countywide visioning workshop in 2019.

SUMMARY: In the fall of 2017, the Performance Management Working Group was formed to create a new framework to replace the County's Managing for Results program. Made up of employees at all levels, community members, Board of Supervisor members, and Department Heads, this group met for over a year to develop a new framework for performance management in Marin.

Naming the new program *Marin Compass*, the working group identified a need for a cultural shift where the organization becomes more connected to data and commits to employee and community engagement. The group developed the following goals for our new performance management program:

1. Become a continuously improving integrated organization
2. Engage employees at all levels in decisions
3. Ensure alignment with mission, values, equity and sustainability
4. Encourage data driven decisions, using ongoing and efficient data sources
5. Communicate our priorities and outcomes
6. Provide a clear process for departments to become high performing

Initially, the working group recommends that we focus on the following areas as the foundation of the new program.

County Vision

The County currently has a mission, but not a vision. The Working Group determined that a shared vision, which connects employees and work across departments to the community we serve, was necessary to ensure system alignment. A vision statement focuses on tomorrow and what an organization wants to ultimately become. Therefore, the Working Group recommends that the Board conduct a visioning exercise in 2019, after receiving the results from the resident survey.

Alignment

Over the past 15 years, the County has developed a variety of goals, priorities and lenses. This has made it difficult for departments and employees to connect their everyday work to the Countywide strategic framework. There are five goals included in the County's mission: Healthy Communities, Safe Communities, Sustainable Communities, Environmental Preservation and Community Participation. There are several current Board priorities: preserving affordable housing, prioritizing racial equity, addressing climate change, improving disaster preparedness, and investing in county infrastructure. There are also the 4 E's: Education, Equity, Economy, and Environment, which have been used as lenses to help guide policy decisions.

To clarify the alignment throughout the organization, we recommend simplifying the Countywide goals to be: Healthy Communities, Safe Communities, and Sustainable Communities. All County work should inherently involve community participation, so it does not need to be included as a separate goal. The 4 E's will remain, as important lenses to all the work the County does. The simplified Countywide goals will help departments to align their work to the broader strategic framework of the County.

Community Indicators

Regardless of city/county boundaries, the community is interested in assessing the health, safety and sustainability of Marin County. We recommend establishing a cross-departmental working group to develop a list of indicators to include in the *Marin Compass* which help tell the story about the quality of life in the County and help guide policymakers to identify trends and develop strategies for improvement. The indicators will also give the community access to data that it is most interested in, even if the County cannot impact these data points alone.

Community Indicators will be limited in number so that they are digestible and will not have targets or goals, but instead will set the context about Marin County. Since resident input about these indicators is important, we will convene a cross-departmental group in February/March once the resident survey is complete to decide on the most important indicators to deliver on our web-based platform.

Cross Departmental Objectives

Some of the County's most important work is only successful if multiple departments are committed to its success. Cross Departmental Objectives will be identified by an employee team and will be brought to the Board for consideration of inclusion in *Marin Compass*. Once each objective is identified, members from the contributing departments will be selected from all levels to draft specific goals and indicators, measuring progress. Each cross departmental objective will align to one of the County goals.

For 2019, we are focusing on a Sustainability pilot, including Parks, DPW, CDA, and Fire. Once the pilot is delivered on our web-based Performance tool, *Socrata*, we will assign teams to identify additional cross-departmental objectives for 2019 and beyond. Data collection and visualization is an important piece of the *Marin Compass* as it will help the organization measure progress and make better informed decisions.

Departmental Objectives

The use of Data will help departments transform the organizational culture from one where performance is a point in time exercise to one where continuous improvement is expected. Departmental Objectives will align to the department mission or a department strategy and must be developed by teams at all levels within the department, as people closest to the work have the best insights about how to improve service delivery.

For 2019, in recognition that employee engagement is necessary to establish a strong foundation for *Marin Compass* and that all departments are not in the same place on their existing mission, strategies, objectives and goals, we will provide an assessment tool to help departments evaluate the best place to begin. For example, one department may decide its best if they work with their employees on the department mission, where another department may have done that work already and be ready discuss appropriate data measurement. In April, Departments will present your Board with an outline of their respective focus areas for the coming year. The goal is that, by 2020, departments will be measuring continuous improvement with data.

Employee Engagement

The County will provide better service to its residents if its employees are engaged in decision making about the work they perform. *Marin Compass* is not just a new performance management tool, it's a culture change. In order to make the change successful, we need all employees to know that decision making is an integral part of the job, we need managers to support employees to engage in this important work, and we need the organization to be committed to a different way of working together.

Community Engagement

The County serves as a convener, a listener, and an actor on high priority issues within our community. To ensure that the County is prioritizing the most important work as a local government, it must communicate with

community to determine priorities and transparently report on the progress the County makes each year. Next month we will be sending out a resident survey, which will be a first step in ensuring that we understand our community priorities. The survey will also enable us, for the first time, to gather baseline data regarding our services and overall perceptions of our community, such as quality of life and safety. Over the next year, we will initiate facilitation training to help employees better understand and prepare for effective facilitation of community meetings and listening sessions as additional tools to ensure engagement with our employees and residents. Getting better means being more aware of the changing needs of our community.

Over the next year, we will continue to build the foundation of the *Marin Compass* and the employee skills necessary to make this program thrive. We are thankful to all the participants in the Performance Management Working Group and the Implementation team for their dedication to this program. We look forward to returning to your board to discuss cross-departmental objectives and progress in each department.

FISCAL IMPACT: Funds are available within the existing budget for this purpose. One-time funds are available for training and facilitation resources to help support departmental implementation efforts.

Please let me know if you have any questions or concerns.

REVIEWED BY:

- Department of Finance N/A
- County Counsel N/A
- Human Resources N/A

Respectfully submitted,

SUBMITTED BY:



Angela Nicholson
Assistant County Administrator

cc: Matthew Hymel, County Administrator
Department Heads
Assistant Department Heads