



In the Beginning

THE PERFORMANCE WORKING GROUP AND A NEW PATH FORWARD

- Working group formed 2017
- Charged with replacing 15 yr old MFR
- What we did not want in the "new MFR"
 - o List of tasks easily tracked
 - Checklist mentality
 - o Tasks/issues chosen to avoid risk







Setting Goals

SIX GOALS TO BECOME A BETTER ORGANIZATION

- **1.** To become a continuously improving integrated organization
- 2. To engage employees at all levels in decisions
- **3.** To ensure alignment with mission, values, equity and sustainability
- **4.** To encourage data driven decisions, using ongoing and efficient data sources
- **5.** To communicate our priorities and outcomes
- 6. To provide a clear process for departments to become high performing









marin compass



Performance Management

ITS PARTS, AS EXPLAINED THROUGH A COMPASS

Vision

EVERY EMPLOYEE CONNECTING TO VISION AND MISSION



- 5 year plan has a more internal focus:
 - Working together to be a more responsive government
- County Vision statement (We are recommending that your Board engage in a visioning exercise in 2019)
 - o 2018 Resident Survey

A vision statement focuses on tomorrow and what an organization wants to ultimately become. A mission statement focuses on today and what an organization does to achieve it. Both are vital in directing goals.







Alignment

COUNTYWIDE GOALS

- Current Goals (
 - Healthy Communities
 - Safe Communities
 - Sustainable Communities
 - Environmental Preservation
 - Community Participation

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- Education
- Economy
- Equity
- Environment

W E S

We are recommending that your Board simplify the current County Goals to: • Healthy Communities

- Healthy Communities
- Safe Communities
- Sustainable Communities





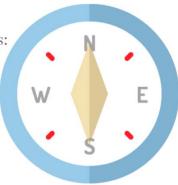
Community Indicators

WE CAN'T GO IT ALONE!

- Role as convener and listener
- Cross departmental working groups to develop indicators:
 - 3rd grade reading
 - Homelessness
 - Resident survey will help inform these
- Limited number of indicators
 - Don't count widgets
 - Count outcomes

Example: Grade level reading 10 at risk students maintain or raised a grade level in reading vs. 8,000 kids read 2 million minutes



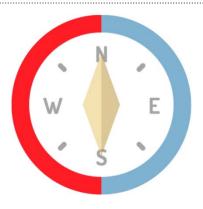




Cross Departmental Perf. Mgmt. Objectives

WORKING TOGETHER, FOR THE BETTER

- Large goals, too large to go alone, but achievable via collaboration
- Form them with collaboration, present to BOS
- Align to community priorities and Countywide Strategic Goals
- Work on them with relevant cross departmental teams
- Identify strategies and indicators
- Process build collective accountability and partnership across the organization
- Start with a cross-departmental pilot on Sustainability







Getting SMART, One Goal At a Time

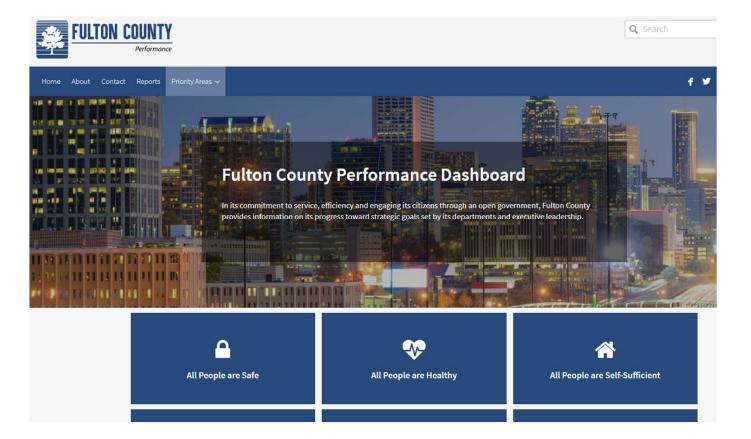
MAKING SQUARES GO INTO CIRCLES

- Must align with one County Strategic Goal
- Specific, Measurable, Attainable, Relevant, Timely
- Use Data and dashboards to show how big problems can be solved through collective achievement
- <u>Fulton County, GA Performance</u>
- Williamsburg, VA Safe Neighborhoods











Home About Contact Reports Priority Areas ~

All People are Healthy

Creating a healthy community depends on three key factors – the adoption of healthy t and quality of the health care services that those residents receive, and the physical env work and play. The County plays an important role in all three aspects. It educates and lead to better health. It also provides direct care to many residents – at its facilities and Finally, Fulton County has a responsibility to deliver safe drinking water and wastewater businesses are maintained in a manner that does not compromise public health, and mo they are operated consistent with healthy practices.

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Performance Dashboards and II

Strategic Performance Dashboard

Department Performance Dashboard

Strategic performance measures track activities which often extend beyond the specific to county departments and are power of one department or even the county government to affect on its own, but we believe improvements can be

Department performance measures are designed to track performance for the programs and services provided by each department. Departments set annual

All People are Healthy: Strategic-Level Performance Dashboard

The Strategic-Level Performance Dashboard presents measures which often extend beyond the power of one department or even the county go can be made in these areas through cooperation between departments and through partnerships with other government agencies, non-profits a

Prevention through Healthier Behavior

14.8	25.8 percent	95.5	95 percent
measuring Detail	measuring Detail	measuring Detail >	measuring Detail

Reduced Rates of Disease

Diabetes Rate	New HIV Diagnoses Rate	Cardiovascular Disease Death Rate	Suicide Rate
9.2	76 cases per 100,000 residents	208.3 deaths per 100,000 residents	10.4 deaths per 100,000 residents
o measuring	measuring	measuring	measuring
Detail 🔪	Detail 义	Detail 🔰	Detail 🔰

All People are Healthy: Department Performance Dashboard

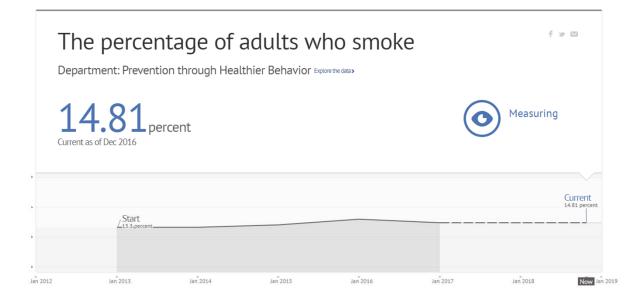
The Department Performance Dashboard presents performance measures that are specific to county departments and that are designed to track per each department. Departments set annual performance goals and report quarterly on their progress toward those goals. During the first quarter of e department's success in achieving their goals for the previous year. During the second quarter, the Dashboard will begin tracking quarterly progress

Behavioral Health & Developmental Disabilities



Board of Health





What are we measuring?

This metric indicates the prevalence of cigarette smoking among adults in Fulton County as estimated through the Behavioral Risk Factor Surveillance Survey (BRFSS) conducted annually by the Georgia Department of Public Health in

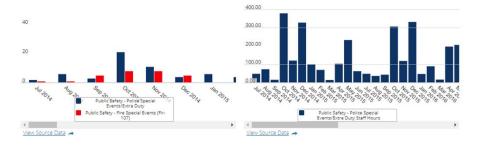


Public Safety Special Events Public Safety Special

The number of Special Events requiring dedicated Public Safety personnel continues to increase. The City of Williamsburg encourages event promoters in their efforts to develop activities in the City that may be of interest to our visitors as well as residents. However, it is necessary to balance the probable impact of the event with the safety needs of the participants and the community.

Public Safety Special Events-Staff Hours Worked

Public safety special events staff hours are in addition to normal work hours. The City of Williamsburg assigns dedicated public safety response resources at special events to ensure a safe and successful event. Public Safety staffing and presence is determined upon review of the event and additional needs of the organizer.



Codes Compliance Safety Programs

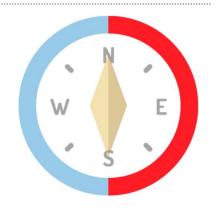
Codes Compliance is charged by the Uniform Statewide Building Code to protect the health, safety and welfare of residents and guests of the Commonwealth of Virginia. Buildings and structures shall be consistent with all applicable standards of health, safety, energy conservation and water conservation, including provisions necessary to prevent overcrowding, rodent or insect infestation, and garbage accumulation: and barrier-free provision for the physically handicapped and aged. To date, nine safety programs are currently enforced by Codes Compliance staff.

Departmental Perf. Mgmt. Objectives

ALIGNING WHILE BEING A WALLFLOWER

- It's about you
- Department Mission connects to County Mission or Strategic Goals, your objectives align to Department Strategies







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Slide 16

Department Performance Management

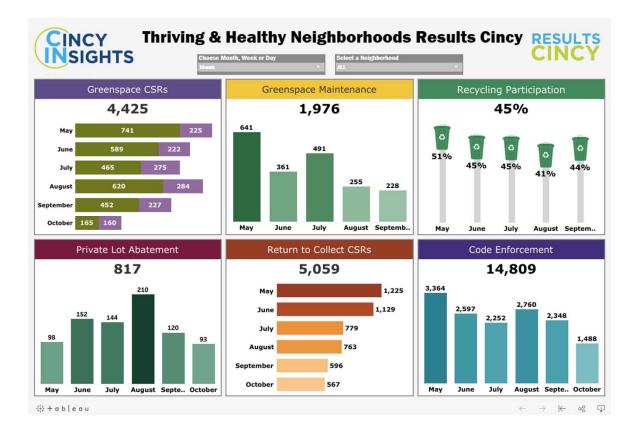
WORKING ON YOURSELF, FOR THE COUNTY

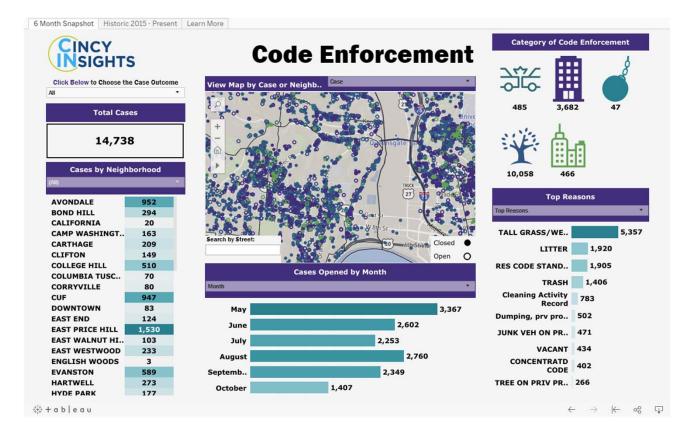
- Same approach, develop strategies and indicators
- Do at all levels in the department
- Use as part of Marin Compass or for internal means
 - If not used to improve or modifications, keep it to yourself
- Point in time \rightarrow Affecting behavior
- We are the Champions
- <u>Cincy Insights Thriving & Healthy Neighborhoods and</u> <u>individual dashboards</u>



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Slide 17

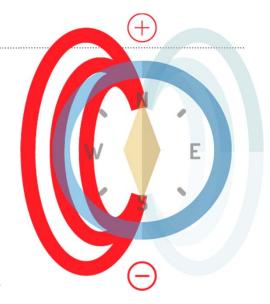




Employee Engagement

- Decision making power
- Management accountability
 - Time to engage
 - Communicate how feedback was used
 - Give employees ownership
- Identified Actions
 - Cross functional teams
 - o 360 evaluations
 - Demonstrate and celebrate early successes
 - Stay open-minded!! It's not always a smooth process

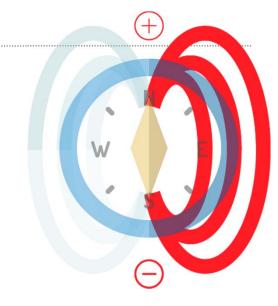






Community Engagement

- Community vs. Clients
 - Establish benchmarks that matter
- Partner
- Facilitated workshops
- Accessible meeting locations & times
- Communicate
 - Utilize social media and website more
 - Be clear, early and often
 - o Always establish a two-way system
 - Tell the county government story







Marin Compass

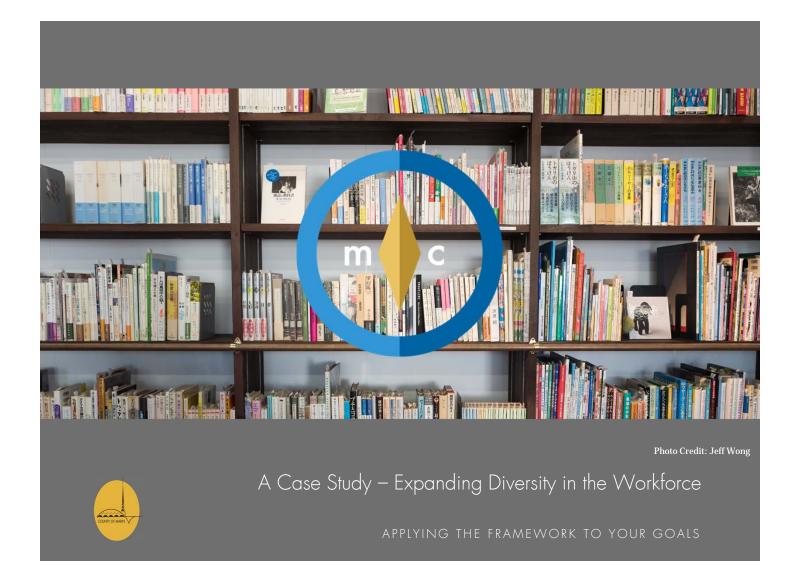
- Vision
- Alignment
- Community Indicators
- Cross Departmental Performance Management Objectives
- Departmental Performance Management Objectives
- Employee Engagement
- Community Engagement

Combined in higher performance









Library Example

EXPANDING EQUITY, DIVERSITY & INCLUSION IN THE LIBRARY WORKFORCES

Develop and execute an action plan to recruit and retain a diverse workforce with a focus on providing educational support and creating career pathways.

Library Mission: Provide welcoming, equitable and inclusive opportunities for all to connect, learn and explore.







Library Framework Example

GOAL- INCREASE DIVERSITY OF WORKFORCE

Increase diversity of workforce by 20%

- Monitor progress for increasing diversity in the workforce Performance strategy
- Ensure we support employees that join our organization Performance strategy
- Keep accurate data on the entire recruitment, hiring and retention cycle Performance indicator
- Remove barriers to County employment Related indicators
- Provide tools to hiring managers to help hire for diversity **Performance** strategy
- Identify and develop internal talent **Performance strategy**
- Utilize Tuition Assistance Program (TAP) Performance strategy







Next Steps...Implementation

TAKING TIME TO ESTABLISH A FOUNDATION

Quality over Quantity Employee and Community Engagement

Mission



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Slide 26

Next Steps...Implementation







What to Expect in April

- Departments will deliver a plan based upon current readiness, laying out how they will develop continuous improvement initiatives over this next year and how they will attach data to measure progress.
- Departments will inform your Board about tasks and on-going work that will be delivered in the next year.
- This is a year to restart and develop engaged initiatives, relying on the strength of our workforce.





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Slide 28

Thank you Working Group and Implementation Team members

- Dana Armanino
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