PERFORMANCE/MANAGEMENT REVIEWS
General Framework
12/19/05

Board Subcommittee (Oversight)	**Review Team (Staff)**
Supervisor Mark Church	Deputy County Manager, Lead
Supervisor Adrienne Tissier	Analyst, County Manager's Office
John Maltbie, County Manager	Auditor, Controller's Office
Tom Huening, Controller	Analyst, EPS
Mary Welch, EPS Director	Project Manager, ISD
Chris Flatmoe, ISD Director	Program Manager, Department
Charlene Silva, Health Department Director	Consultant (as needed)
Department Head (of program being reviewed)	TBD, Peer(s) from other department

Purpose/Scope

To achieve the combined benefits of improved performance and improved efficiencies, including operational improvement and the generation of additional revenue and/or cost savings for the County, by broadening existing performance audits and program reviews. These reviews will be performed by a team from different professional perspectives including departmental operations, peers from other departments, human resources (Employee and Public Services), finance (Controller's Office Internal Audit Division), technology (Information Services) and an overall Countywide perspective (County Manager's Office). Assistance from outside consultants would also be used as needed. Each review will incorporate benchmarking and best practices from other government jurisdictions, will review recommendations from other audits and studies already completed, and will consider the impact of recommendations on other parts of the County organization.

Role of Subcommittee

The Subcommittee will have the purview of overseeing this work with the assistance of staff to provide for a more consistent and certain implementation of recommendations with the greatest benefit to the County.

General Process

1. Select program (Selected Housing for 2005-06)
2. Define scope of review in conjunction with Department Head
3. Conduct focus group with employees
4. Develop work plan with estimated hours, deliverables and due dates
5. Conduct introductory meeting with Department Head and staff
6. Conduct additional focus groups with department stakeholders and others
7. Gather other data
8. Conduct analysis (will include business process/workflow review)
9. Share preliminary findings and recommendations with Department Head
10. Prepare draft of report, with estimated costs and impact of recommendations on other departments, and distribute to Department Head for review and comment
11. Incorporate department comments and finalize report for Board Subcommittee review and recommendation to Board
12. Incorporate Subcommittee comments, share with Department Head and agendize report for Board review and approval
13. Develop Implementation Plan with timeline and budget
14. Conduct periodic follow-up

General Criteria for Selection of Programs to Review
- Board priority area
- Customer satisfaction issues
- Financial criteria
    - Potential opportunities for revenue enhancement and cost efficiencies
    - Dependency on fees, charges, reimbursement from other sources
    - High Net County Cost
- Significant legislative/regulatory changes
- Current and past reviews and studies conducted

Data to Gather and Analyze
1. Strategic or Operational Plan for Department/Agency
2. Program Plan – mission/outcome statement, services and accomplishments, goals and priorities, performance measures and performance improvement initiatives
3. Program Budget – staffing, revenues, expenditures, fund balance/reserves,
4. Business processes and workflow
5. Organizational structure with reporting relationships, names and classifications
6. Results from stakeholder focus groups
7. Interdependencies – collaboration and work with other County departments, agencies
8. Technology inventory – infrastructure and applications
9. Contributions to department and County goals
10. Performance Data
    - What/How Much (Workload)
    - How Well (Quality/Efficiency)
    - Is Anyone Better Off – outcomes for clients/customers
11. Benchmarks – industry, other jurisdictions
12. Best practices from comparative agencies/comparative analysis
13. Other information as needed

Recommendations
- Customer service improvements
- Revenue enhancements
- Cost efficiencies
- Prioritization of recommendations from other studies/reviews
- Recommendations to implement legislative/regulatory changes

Evaluation (Success) Criteria
- Responds to Board direction
- Plan(s) in place to address customer service concerns
- Enhances revenue and\or creates cost efficiencies
- Responds to legislative\regulatory changes without significantly increasing operating costs