# AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

**Agenda Item:** Performance Update; Administration

**Action Requested:** Discussion

**Parties to the Agreement:**

**Term Begins:** **Term Ends:** **Grant Contract #:**

**Summary:**

Please see the attached performance reports for each of the Administration Department activities.

**Fiscal Impact:** N/A

**Submitted by:** Katherine Haase **Submitter's Email Address:** khaase@gunnisoncounty.org

**Finance Review:** ○ Required ◉ Not Required

Comments:

Reviewed by: Discharge Date:

**County Attorney Review:** ○ Required ◉ Not Required

Comments:

Reveiwed by: Discharge Date: Certificate of Insurance Required

Yes ○ No ○

**County Manager Review:**

Comments:

Reveiwed by: GUNCOUNTY1\emense Discharge Date: 11/9/2018

○ Consent Agenda ○ Regular Agenda ○ Worksession Time Allotted: 30

Agenda Date: 11/13/2018

*Revised April 2015*

**Gunnison County – Managing for Results**

**Strategic Business Plan**
**Administration Department**
**Updated February 22, 2017**

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| Gunnison County Vision Statement | Gunnison County cherishes its sense of community and place. We strive to preserve and promote the wellbeing of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy. |
| Department Mission | The mission of the Administration Department is to provide strategic management, personnel, information and financial services to the public, the Commissioners and the County organization so they can experience and deliver excellent local government. |
| Issue Statements | 1. The development and refinement of long-term financial planning, if continued and strengthened, will result in:<br>• Managing effectively the increasing complexity of County operations;<br>• Knowledge and clarity regarding the long-term impacts of financial and policy decisions; and<br>• Focus on achieving strategic results.<br>2. Continued use and refinement of Managing for Results, if sustained, will result in more performance informed decision making, which will continue to improve:<br>• Performance Budgeting for Results;<br>• Service prioritization and alignment of resources to strategic priorities;<br>• Realization of cost savings for the community;<br>• Transparency and accountability to the public;<br>• Ability to frame policy decisions for the Board; and<br>• Employee engagement and identification with the County.<br>3. Continued deployment of Managing for Results will increasingly emphasize team monitoring of operational performance, regular performance reporting to leadership and the community, accountability for results, and individual performance management. This trend will likely drive:<br>• Increased opportunities to innovate service delivery models;<br>• Increased demand for new skills sets within departments related to data collection, data analysis, and performance reporting; and<br>• Increased demand for system training in MFR Live and MFR People.<br>4. The continued need to implement a consistent and integrated management training system, if left unaddressed, will result in:<br>• Insufficient department-level empowerment in decision making;<br>• Over-reliance on County Administration;<br>• Lack of clarity regarding policies, procedures, and their application; and<br>• Increased organizational liability.<br>5. The implementation of robust governmental HR management and finance management software system(s) will result in:<br>• Greater ease in providing HR services;<br>• Continued strong audit trail for accounting transactions;<br>• Increased capability for HR and finance to integrate as a team;<br>• Greater ease in compliance with the Affordable Care Act;<br>• Less manual workarounds, reducing propensity for errors; and<br>• Greater inquiry access for financial decision making.<br>6. The absence of integrated public and internal policy resource documents, if unaddressed, will continue to result in:<br>• Lack of clear direction to the public and staff related to current compliance requirements;<br>• Inadvertent non-compliance of requirements by the public and staff; and<br>• Inefficiencies in the management of County resources. |

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| Department Strategic Results | 1. LONG-TERM FINANCIAL PLANNING<br>Gunnison County Board and executive staff will make decisions informed by long-term financial planning, as indicated by:<br>• By the end of 2016, Municast software will be deployed with General funds data entered;<br>• By the July 1, 2017, Municast software will be deployed with Sales Tax funds data entered;<br>• By July 1, 2017, budget and policy decisions will be supported by multi-year scenario-based planning tools; and<br>• By July 1, 2017, the County will adopt a five-year financial plan.<br>2. MANAGING FOR RESULTS<br>By the end of 2018, Managing for Results will result in performance-informed decision-making, as indicated by:<br>• 85% of departmental programs will be measured in terms of results for customers;<br>• 75% of respondents to the biennial Citizen Survey will state that the public information services provided by Gunnison County government are good or excellent;<br>• 100% of County departments will be using Strategic Business Plans and performance information to manage the delivery of services;<br>• 100% of the strategic results approved in the BOCC strategic plan will be achieved by the date specified in the plan or alternate decision is made by the BOCC; and<br>• 75% of department strategic results will be achieved by their target dates.<br>3. PROFESSIONAL MANAGEMENT<br>Gunnison County leaders and senior managers will lead a cohesive, high performance workforce capable of delivering quality, customer-focused services that achieve the County's strategic priorities and results, as indicated by:<br>• By January 1, 2018, 100% of managers and supervisors will have successfully completed the Leadership Academy course within two years of hire or promotion;<br>• By January 1, 2018, the County will create a plan for refresher and/or higher-level training for managers and supervisors;<br>• By January 1, 2018, 95% of managers successfully utilize *MFR People* to:<br>a) Develop mutually agreed upon Individual Performance Plans for each of their employees that are aligned with the department's Strategic Business Plan and the County's core values and competencies;<br>b) Enable employees to actively manage their own performance through data collection, and frequent journaling, where appropriate, with their supervisors; and<br>c) Provide mid-year feedback sessions and annual performance reviews and ratings according to the timelines and process guidelines established by the County.<br>• By March 1, 2018, respondents to the annual Employee Survey respondents will report that they "strongly agree" or "somewhat agree" with the following statements:<br>a) 85% would recommend working for Gunnison County someone who asks;<br>b) 85% think that Gunnison County is a good overall employer; and<br>c) 90% are satisfied with their jobs.<br>• By January 1, 2018, 100% of employees under the direction of active Performance Improvement Plans and/or any level of Disciplinary Action make all required performance changes within the established |

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| | timelines, and/or make immediate conduct corrections as specified--or are separated from the organization according to the policies set by the County.<br>4. INFORMATION MANAGEMENT<br>• By February 20, 2017, a Request for Proposals will be issued;<br>• By March 31, 2017, solicited proposals for an integrated Human Resources and financial management system will be received;<br>• By January 1, 2018, an integrated Human Resources and financial management system will begin to be implemented;<br>• By January 1, 2018, 95% of directors and program managers will have completed training on accounting and auditing services; and<br>• Gunnison County will provide clear direction to the public and the organization, as evidenced by:<br>a) By December 31, 2019, 100% of all current policy documents (resolutions, ordinances and policies) will be reviewed to ensure that they legally and accurately reflect current practices and requirements;<br>b) By June 30, 2020, the County will produce a consolidated internal policy manual/document; and<br>c) By December 31, 2020, the County will produce a consolidated public policy manual/document that is accessible via the County website. |
| Department Manager | Matthew Birnie, County Manager |
| Department MFR Live Point of Contact | Katherine Haase, Assistant to the County Manager |
| Program / Activity Structure | Finance / Accounting and Auditing<br>Finance / Planning and Analysis<br>Finance / Risk Management<br>County Manager / Board Support<br>County Manager / Executive Management<br>County Manager / Communications<br>Human Resource Services / Human Resource Services |

| **Program** | **Finance** |
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| Program Purpose Statement | The purpose of the Finance Program is to provide accounting, auditing, planning, analysis, and risk-reduction services to the County organization and the public so they can make informed decisions, provide fiscally responsible management, and demonstrate and experience accountable County government. |
| Program Key Results | • 10% cost savings as calculated by value of variance between annual actuarial reserve amount vs. actual claim cost for Casualty and Property Claims;<br>• 5% reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment;<br>• 90% of programs' expenditures do not exceed revenues; and<br>• 100% of policy and budget decisions are supported by multi-year, scenario-based planning tools. |
| Program Manager | Linda Nienhueser, Finance Director |
| **Activity** | **Accounting and Auditing** |
| Activity Purpose Statement | The purpose of the Accounting and Auditing Activity is to provide financial information, monitoring and payment services to County departments and offices so they can manage their operations in a fiscally responsible manner and be accountable to the public. |
| Services that Comprise the Activity | • Invoices (Billing Statements)<br>• Audit Reports<br>• Vendor Payments<br>• Cash Monitoring Actions<br>• Monthly Revenue/Expense Reports<br>• Grant Quarterly/Monthly Reports |

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| | • Payroll Checks<br>• Human Services Reports<br>• Indirect Cost Proposals<br>• Reimbursement Requests<br>• Cost Allocation Plan<br>• CAFR Financial Reports<br>• Compliance Reports<br>• Department Information Inquiry Responses<br>• Department Information Reports<br>• Grant/Loan Applications (Financial Component)<br>• Technical Assistance / Consultation Sessions<br>• General Ledger Entries |
| Activity Performance Measures (Measure & Target) | Result Measures:<br>• 90% of program expenditures do not exceed revenues;<br>• 95% of vendor payments are delivered within 45 days;<br>• 90% of outstanding balances due are collected within billing criteria; and<br>• 70% of account reclassifications are entered within one month of the original general ledger posting date.<br>Output Measures:<br>• 4,620 vendor payments provided;<br>• 60 programs monitored; and<br>• 350 account reclassifications entered.<br>Demand Measures:<br>• 4,620 vendor payments expected to be required;<br>• 60 programs which require monitoring; and<br>• 375 account reclassifications expected to be entered.<br>Efficiency Measures:<br>• Total activity cost is less than 1.5% of current year net budgeted expenditures, excluding Gunnison Valley Health Fund. |
| **Activity** | **Planning and Analysis** |
| Activity Purpose Statement | The purpose of the Planning and Analysis activity is to provide budget development and fiscal impact analysis services to County departments, County offices, the Board of County Commissioners, and other governmental agencies so they can make informed operational, budget and policy decisions. |
| Services that Comprise the Activity | • Budget Proposal<br>• Approved Budget<br>• Capital Improvement Plan<br>• Financing Options<br>• 3+ Year Financial Notes<br>• Agenda Item Review Financial Notes<br>• Financial Forecasts<br>• Sales Tax Analyses<br>• Budget Preparation Manual<br>• Technical Assistance / Consultation Sessions<br>• Salary and Compensation Worksheet<br>• Allocated Costs Worksheets<br>• Department Budget Presentation Sessions<br>• Board Briefings<br>• Five-year Financial Plan |
| Activity Performance Measures (Measure & Target) | Result Measures:<br>Long Term Impact Analysis:<br>• 100% of policy and budget decisions are supported by multi-year, scenario-based planning tools.<br>Budget Excellence:<br>• 26 of 27 GFOA Budget Excellence Award categories met, as per peer review; and<br>• Receive Special Performance Measure Recognition through the GFOA Distinguished Budget Presentation Awards Program, as per peer review. |

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| | Fiscal Impact Tools (these results are received via the annual employee survey):<br>• 75% of program managers report that they are very satisfied or satisfied that fiscal impact tools are user-friendly, clear and easy to understand;<br>• 85% of program managers report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate;<br>• 75% of program managers report that they are very satisfied or satisfied that fiscal impact tools helped them make more informed budget and/or operational decisions;<br>• 100% of Board members report that they are very satisfied or satisfied that fiscal impact tools were user-friendly, clear and easy to understand;<br>• 100% of Board members report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate; and<br>• 100% of Board members report that they are very satisfied or satisfied that fiscal impact tools helped them make informed policy decisions.<br>Budget Preparation:<br>• 80% of program managers report that they are very satisfied or satisfied that budget preparation services were user-friendly, clear and easy to understand;<br>• 80% of program managers report that they are very satisfied or satisfied that budget preparation services provided information that appeared to be complete and accurate; and<br>• 80% of program managers report that they are very satisfied or satisfied that budget preparation services helped them make an effective budget presentation.<br>Output Measures:<br>• 20 Board briefings; and<br>• 5 3+ year financial notes.<br>Demand Measures:<br>• 20 Board briefings expected to be provided; and<br>• 5 3+ year financial notes expected to be required.<br>Efficiency Measures:<br>• $1,917 per program provided planning and analysis services. |
| **Activity** | **Risk Management** |
| Activity Purpose Statement | The purpose of the Risk Management Activity is to provide claims management and risk reduction services to the County organization so it can preserve resources by mitigating liability. |
| Services that Comprise the Activity | • Risk Reduction Training Classes<br>• Risk Management Recommendations<br>• Attorney Consultations<br>• Coverage Consultations<br>• Property/Liability Insurance Claims Transactions<br>• Workers Compensation Insurance Claim Transactions<br>• Health Insurance Plan Design Recommendations<br>• Certificates of Insurance<br>• Workplace Safety Audits |
| Activity Performance Measures (Measure & Target) | Result Measures:<br>• 5% reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment;<br>• 10% cost savings as calculated by value of variance between annual actuarial reserve amount vs. actual claim cost for Casualty and Property Claims; and<br>• $1,000,000 (minimum) available resources in the Health Insurance Fund.<br>Output Measures:<br>• 25 Workers Compensation claims managed;<br>• 1 health insurance plan recommendations; and<br>• 15 property/liability insurance claims managed.<br>Demand Measures:<br>• 25 Workers Compensation claims expected to be filed; |

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| | • 1 health insurance plan recommendations expected; and<br>• 15 property/liability insurance claims expected to be managed. |

| **Program** | **County Manager** |
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| Program Purpose Statement | The purpose of the County Manager Program is to provide Commissioner support, communication services and strategic executive leadership to the County Commissioners, the public and the County organization so they can experience and deliver excellent local government. |
| Program Key Results | • 98% of the strategic results approved in the Board's strategic plan are achieved by their target dates or alternate decision is made by the BOCC;<br>• 75% of respondents to the biennial Citizen Survey state that the public information services provided by Gunnison County government are good or excellent;<br>• 25% of public policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements;<br>• 25% of internal policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements;<br>• 75% of department strategic results are achieved by their target dates;<br>• 90% of departments use strategic business plans and performance information to manage the delivery of services; and<br>• 85% of departmental programs measure results for customers. |
| Program Manager | Matthew Birnie, County Manager |
| **Activity** | **Board Support** |
| Activity Purpose Statement | The purpose of the Board Support Activity is to provide advisory, liaison and meeting management services to the County Commissioners so they can effectively represent their constituents and fulfill the duties of their offices. |
| Services that Comprise the Activity | • Commissioner Inquiry Responses<br>• Board Schedule<br>• Board Strategic Plan Initiative Management<br>• BOCC Strategic Plan<br>• Budget Decisions/Recommendations<br>• Board Policy Recommendations<br>• Commissioner Consultations<br>• Board Meeting Minutes<br>• Board Correspondence Items<br>• Official Documents Distributions<br>• Boards & Commissions Support Services<br>• Meeting Preparations (agenda, packet, set-up)<br>• Annual Board Surveys |
| Activity Performance Measures (Measure & Target) | Result Measures:<br>• 98% of the strategic results approved in the Board's strategic plan are achieved by their target dates or alternate decision is made by the BOCC;<br>• 100% of Board respondents report that they receive the information they need to respond in a timely manner to constituent concerns;<br>• 100% of Board respondents report that they receive the information they need to make policy decisions;<br>• 100% of Board respondents report that they have the information and support they need to represent their constituents;<br>• 100% of Board respondents report that they receive the performance information necessary to evaluate the effectiveness of County programs; and<br>• 90% of approved BOCC minutes are available to the public within 30 days of a meeting.<br>Output Measures:<br>• 10 department strategic updates to the BOCC; and<br>• 15 results monitored in the BOCC plan.<br>Demand Measures:<br>• 10 department strategic updates expected to be provided to the BOCC; and |

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| | • 15 results expected to be monitored in the BOCC plan. |
| **Activity** | **Executive Management** |
| Activity Purpose Statement | The purpose of the Executive Management Activity is to provide strategic executive leadership services to County departments so they can achieve their customer results. |
| Services that Comprise the Activity | • Performance Data Analyses<br>• Director Performance Evaluations<br>• Service Delivery Coordinations<br>• Department Inquiry Responses<br>• Operational Policy Directions<br>• Contract Negotiations<br>• Contract Reviews<br>• Personnel Decisions<br>• Strategic Business Plan Approval Decisions<br>• Executive Staff Briefings and Consultations<br>• Special Projects Management<br>• Performance Reports<br>• Annual Employee Surveys |
| Activity Performance Measures (Measure & Target) | Result Measures:<br>• 90% of department strategic results are achieved by their target dates;<br>• 85% of departmental programs measure results for customers; and<br>• 90% of departments use strategic business plans and performance information to manage the delivery of services.<br>Output Measures:<br>• 80 departmental key results monitored; and<br>• 4 strategic business plan approval decisions provided.<br>Demand Measures:<br>• 80 departmental key results expected to be monitored; and<br>• 4 strategic business plan approval decisions expected to be required. |
| **Activity** | **Communications** |
| Activity Purpose Statement | The purpose of the Communications Activity is to provide communication services to the public and County employees so they can easily access accurate information about the County's strategic direction, operations and decision making. |
| Services that Comprise the Activity | • Public Inquiry Responses<br>• HR External Information Responses and Reports<br>• County Website Services (development, content management, traffic analysis)<br>• Social Media Management (Facebook and Twitter)<br>• Financial External Information Responses and Reports<br>• Biennial Citizen Surveys<br>• Public Notices<br>• News Releases<br>• Newspaper Articles and Graphics<br>• Communications Plan Updates<br>• Community Liaison Services<br>• Public Events<br>• Constituent Issues Responses<br>• Courthouse Meeting Room Schedules<br>• County Directory Updates<br>• Policy Management (internal and public) |
| Activity Performance Measures (Measure & Target) | Result Measures:<br>• 75% of respondents to the biennial Citizen Survey state that the public information services provided by Gunnison County government are good or excellent;<br>• 75% of employee survey respondents report that they are familiar with the Gunnison County Strategic Plan;<br>• 50% of public policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements; and |

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| | • 25% of internal policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements.<br>Output Measures:<br>• 8 public news releases provided;<br>• 4 organizational news bulletins provided;<br>• 30 public policies updated, confirmed or rescinded; and<br>• 35 internal policies updated, confirmed or rescinded.<br>Demand Measures:<br>• 12 social media accounts requiring management;<br>• 4 organizational news bulletins expected to be required;<br>• 101 public policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements; and<br>• 141 internal policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements. |

| **Program** | **Human Resource Services** |
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| Program Purpose Statement | The purpose of the Human Resource Services Program is to provide workforce planning, employee performance management and management support services to County leadership and departments so they can develop and sustain a high-performance workforce committed to achieving operational and strategic results for customers. |
| Program Key Results | • 95% retention rate or higher;<br>• 75% of respondents to the annual employee survey state that recruitment assistance services from HR are excellent or good;<br>• 85% of respondents to the annual employee survey state that benefits administration services are excellent or good;<br>• 86% of respondents to the annual employee survey strongly agree or somewhat agree that they have a good understanding of the benefits for which they are eligible;<br>• 77% of respondents to the annual employee survey strongly agree or somewhat agree that they would recommend working for Gunnison County to someone who asks;<br>• 85% of respondents to the annual employee survey strongly agree or somewhat agree that they are satisfied with their jobs;<br>• 76% of respondents to the annual employee survey strongly agree or somewhat agree that Gunnison County is a good overall employer; and<br>• 80% of respondents to the annual employee survey rate their immediate supervisor as excellent or good with regard to fostering an atmosphere of mutual trust and confidence. |
| Program Manager | Cheryl Seling, Human Resources Manager |
| **Activity** | **Human Resource Services** |
| Activity Purpose Statement | The purpose of the Human Resources Services Activity is to provide recruitment, on-boarding, and personnel information services to County departments so they can develop and sustain a high-performance workforce committed to achieving operational and strategic results for customers. |
| Services that Comprise the Activity | • Supervisor/Manager Consultations<br>• Onboarding<br>• New Employee Group Onboarding Presentations<br>• Employee Consultations<br>• Compensation System<br>• Employee Benefits Plan<br>• Recruitments<br>• Personnel Policy Recommendations<br>• Personnel Board Services<br>• Employee Training Sessions<br>• Supervisor/Manager's Leadership Academy Sessions<br>• HR Records Management Services<br>• Employee Performance Management Program |

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| Activity Performance Measures (Measure & Target) | <u>Result Measures</u>:<br>• 100% of compensation classifications are reviewed every 3 years to ensure departments remain competitive and are able to hire and retain high-performers;<br>• 95% retention rate or higher;<br>• 8% maximum annual increase, averaged over the previous five years, in medical insurance premiums;<br>• 85% of employees who take advantage of their preventative health care benefits;<br>• 50% of employee performance reviews are conducted via MFR People;<br>• 75% of employees are trained to use MFR People;<br>• 75% of respondents to the annual employee survey state that recruitment assistance services from HR are excellent or good;<br>• 85% of respondents to the annual employee survey state that benefits administration services are excellent or good;<br>• 86% of respondents to the annual employee survey strongly agree or somewhat agree that they have a good understanding of the benefits for which they are eligible;<br>• 77% of respondents to the annual employee survey strongly agree or somewhat agree that they would recommend working for Gunnison County to someone who asks;<br>• 85% of respondents to the annual employee survey strongly agree or somewhat agree that they are satisfied with their jobs;<br>• 76% of respondents to the annual employee survey strongly agree or somewhat agree that Gunnison County is a good overall employer;<br>• 80% of respondents to the annual employee survey rate their immediate supervisor as excellent or good with regard to fostering an atmosphere of mutual trust and confidence; and<br>• 50% of employees who give and/or receive annual performance evaluation have been trained on the use of the MFR People system.<br><u>Output Measures</u>:<br>• 25 recruitments;<br>• 4 new-employee group on-boarding presentations;<br>• 10 new compensation classifications reviewed;<br>• # employees trained to use MFR People;<br>• 1 Leadership Academy training session provided; and<br>• 2 Leadership Academy refresher training sessions provided.<br><u>Demand Measures</u>:<br>• 4 new-employee group on-boarding presentations expected to be requested;<br>• # employees expected to be trained on MFR People;<br>• 25 Leadership Academy training sessions expected to be provided; and<br>• 50 Leadership Academy refresher training sessions expected to be requested. |

## Performance Report: Accounting and Auditing

# BOCC Update - Finance Program, Accounting and Auditing Activity

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| Purpose Statement | The purpose of the Accounting and Auditing Activity is to provide financial information, monitoring and payment services to County departments and offices so they can manage their operations in a fiscally responsible manner and be accountable to the public. |
| Performance Narrative | |

## Performance Measures

**Result :**

### Percentage of program expenditures that do not exceed revenues.

Performance Narrative:
We expect to reach 95% of program expenditures not exceeding revenues each year. In 2017 we had 57 programs, requiring 54 to be successful in keeping program expenditures within budgeted revenues to meet our goal. We missed the mark with 52 of our 57 programs meeting the goal. We are carefully monitoring programs as we come to the end of the year and expect 2018 to be better.

Result • Percent • Quarterly YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 80% | 85% | 95% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 100% | 100% | 100% | 91.7% | 91.7% | 91.7% |
| 2014 | 100% | 98.4% | 98.4% | 93.4% | 93.4% | 93.4% |
| 2015 | 100% | 100% | 100% | 87.7% | 87.7% | 87.7% |
| 2016 | 100% | 100% | 100% | 98.2% | 98.2% | 98.2% |
| 2017 | 100% | 100% | 100% | 91.2% | 91.2% | 91.2% |
| 2018 | 100% | 100% | 100% | | 100% | 100% |

### Percentage of vendor payments delivered within 45 days.

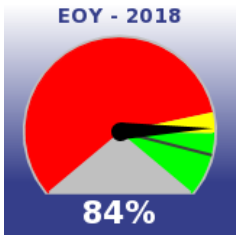
Performance Narrative: Our goal is to provide payments to vendors within 45 days 95% of the time. This keeps the focus on capitalizing on early payment discounts, and maintaining good working relationships with vendors. We have been successful over the last five years at meeting this goal

Result • Percent • Monthly YTD: 95% EOY: 95%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 89% | 92% | 95% | | |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | 97.9% | 99.1% | 96.7% | 99.2% | 98.4% | 98.6% | 98.4% | 99.4% | 99.1% | 98.4% | 100% | 98.4% | 98.6% | 98.6% |
| 2014 | 98.8% | 97.8% | 99% | 99.4% | 98.1% | 98.6% | 98% | 99.2% | 95.2% | 98.1% | 98% | 98.3% | 98.2% | 98.2% |
| 2015 | 97.1% | 98.6% | 97.7% | 99.1% | 99.2% | 98.1% | 98.6% | 99.1% | 98.4% | 92.9% | 94.4% | 94.8% | 97.3% | 97.3% |
| 2016 | 97.1% | 96.1% | 93% | 94% | 96.2% | 95.4% | 94% | 93.3% | 95.6% | 94.7% | 95.6% | 97.2% | 95.2% | 95.2% |
| 2017 | 95.7% | 95.1% | 94.8% | 93.6% | 94% | 96.2% | 96.2% | 94.1% | 94.2% | 96% | 94.5% | 94.1% | 94.9% | 94.9% |
| 2018 | 95% | 93.8% | 93.3% | 96.4% | 100% | 93.7% | 94.9% | 93.5% | 94.4% | 95% | | | 95% | 95% |

### Percentage of outstanding balances due that are collected within billing criteria.




Performance Narrative: Year to date 2018 is tracking ahead of our result for the year ended 2017; 86.6% compared to 86%. Our Accounts Receivable Accountant works to influence customers to pay within billing criteria by sending statements timely and following up on delinquent amounts due.

Result • Percent • Quarterly YTD: 83.5% EOY: 84%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 80% | 85% | 90% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 86.2% | 90% | 88.4% | 85.5% | 85.5% | 85.5% |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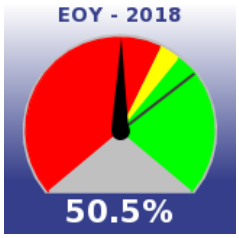
| **2014** | 83.5% | 87.8% | 84.4% | 86.4% | 86.4% | 86.4% |
| **2015** | 85.4% | 86.3% | 84.3% | 84.4% | 84.4% | 84.4% |
| **2016** | 86.6% | 83.6% | 83.8% | 83.1% | 83.1% | 83.1% |
| **2017** | 87.5% | 85.9% | 85% | 86% | 86% | 86% |
| **2018** | 90.6% | 88.3% | 83.5% | | 83.5% | 84% |

## Percentage of account reclassifications that are entered within one month of the original transaction.




Performance Narrative:

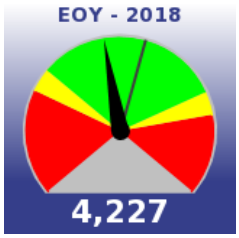
Result • Percent • Monthly YTD: 56.3% EOY: 50.5%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 60% | 65% | 70% | | |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2013** | 31.2% | 31.2% | 35.3% | 31.2% | 31.2% | 35.3% | 31.2% | 31.2% | 35.3% | 35.3% | 37.5% | 46.2% | 37.7% | 37.7% |
| **2014** | 100% | 86.7% | 42.9% | 47.6% | 84.6% | 31.6% | 47.4% | 55.6% | 40.4% | 55% | 100% | 15.2% | 43.4% | 43.4% |
| **2015** | 50% | 33.3% | 42.9% | 0% | 100% | 81.8% | 75% | 48.4% | 33.3% | 68% | 36% | 15.1% | 36% | 36% |
| **2016** | 92.5% | 47.1% | 50% | 75% | 44.4% | 69.7% | 40.7% | 39.5% | 55.6% | 54.5% | 41.9% | 39.2% | 53% | 53% |
| **2017** | 100% | 57.1% | 72.7% | 75% | 45.8% | 100% | 47.6% | 56.8% | 59.3% | 88.9% | 66.7% | 22.7% | 47.7% | 47.7% |
| **2018** | 100% | 100% | 70% | 60% | 52.9% | 60% | 80% | 29.6% | | | | | 56.3% | 50.5% |

**Output :**

## Number of vendor payments provided.



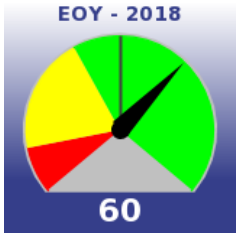

Performance Narrative:

Output • Number • Monthly YTD: 3,520 EOY: 4,227

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 3,375 | 3,600 | 4,620 | 5,400 | 5,625 |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2013** | 431 | 320 | 338 | 390 | 378 | 361 | 383 | 310 | 333 | 322 | 324 | 364 | 4,254 | 4,254 |
| **2014** | 345 | 316 | 313 | 329 | 313 | 366 | 305 | 265 | 334 | 318 | 299 | 344 | 3,847 | 3,847 |
| **2015** | 343 | 349 | 350 | 317 | 365 | 367 | 348 | 328 | 368 | 337 | 355 | 324 | 4,151 | 4,151 |
| **2016** | 343 | 336 | 330 | 365 | 343 | 373 | 350 | 345 | 321 | 357 | 341 | 324 | 4,128 | 4,128 |
| **2017** | 370 | 307 | 325 | 327 | 332 | 392 | 392 | 320 | 329 | 324 | 400 | 304 | 4,122 | 4,122 |
| **2018** | 362 | 336 | 360 | 334 | 361 | 335 | 396 | 338 | 320 | 378 | | | 3,520 | 4,227 |

## Number of programs monitored.




Performance Narrative:

Output • Number • Quarterly YTD: 57 EOY: 60

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 50 | 55 | 57 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2013** | 60 | 60 | 60 | 60 | 60 | 60 |
| **2014** | 61 | 61 | 61 | 61 | 61 | 60 |
| **2015** | 57 | 57 | 57 | 57 | 57 | 60 |
| **2016** | 57 | 57 | 57 | 57 | 57 | 60 |
| **2017** | 57 | 57 | 57 | 57 | 57 | 60 |
| **2018** | 57 | 57 | 57 | | 57 | 60 |

## Number of account reclassifications entered.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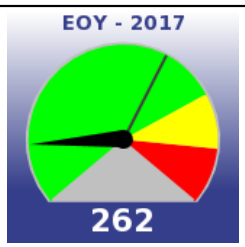



Performance Narrative:

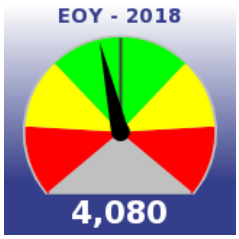
Output • Number • Annually YTD: 262 EOY: 262

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 350 | 375 | 400 |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 273 | 273 | 273 |
| 2014 | 304 | 304 | 304 |
| 2015 | 283 | 283 | 283 |
| 2016 | 388 | 388 | 388 |
| 2017 | 262 | 262 | 262 |
| 2018 | | | |

**Demand :**

## Number of vendor payments expected to be required.



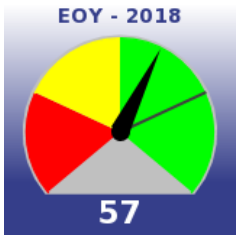

Performance Narrative:

Demand • Number • Monthly YTD: 4,080 EOY: 4,080

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 3,400 | 3,800 | 4,200 | 4,600 | 5,000 |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 4,620 | 4,620 |
| 2014 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 4,620 | 4,620 |
| 2015 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 385 | 4,620 | 4,620 |
| 2016 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 4,200 | 4,200 |
| 2017 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 350 | 4,200 | 4,200 |
| 2018 | 340 | 340 | 340 | 340 | 340 | 340 | 340 | 340 | 340 | 340 | 340 | 340 | 4,080 | 4,080 |

## Number of programs which require monitoring.



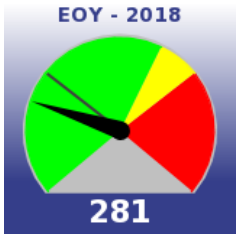

Performance Narrative:

Demand • Number • Annually YTD: 57 EOY: 57

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 50 | 55 | 60 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 60 | 60 | 60 |
| 2014 | 60 | 60 | 60 |
| 2015 | 58 | 58 | 58 |
| 2016 | 57 | 57 | 57 |
| 2017 | 57 | 57 | 57 |
| 2018 | 57 | 57 | 57 |

## Number of account reclassifications expected to be entered.




Performance Narrative:

Demand • Number • Monthly YTD: 281 EOY: 281

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 300 | 375 | 400 |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 348 | 348 |
| 2014 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 29 | 348 | 348 |
| 2015 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 300 | 300 |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| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2016** | 20 | 20 | 20 | 20 | 20 | 20 | 15 | 15 | 15 | 15 | 15 | 100 | 295 | 295 |
| **2017** | 22 | 22 | 22 | 22 | 22 | 22 | 20 | 20 | 20 | 20 | 20 | 75 | 307 | 307 |
| **2018** | 14 | 12 | 12 | 13 | 15 | 21 | 18 | 26 | 25 | 14 | 15 | 96 | 281 | 281 |

**Budget :**

## Total activity cost is less than 1.5% of current year net budgeted expenditures, excluding Gunnison Valley Health Fund.

Performance Narrative: Our goal is to keep the total cost of the Accounting and Auditing activity under 1.5% of the total net budgeted expenditures. We have been successful, actually keeping the cost below 1%for 2014 to 2107. 2018 is tracking to be 1.04%.

Budget • Percent • Annually YTD: 0.781% EOY: 0.781%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 1% | 1.1% | 1.2% |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | | | |
| **2014** | 0.749% | 0.749% | 0.749% |
| **2015** | 0.876% | 0.876% | 0.876% |
| **2016** | 0.921% | 0.921% | 0.921% |
| **2017** | 0.781% | 0.781% | 0.781% |
| **2018** | | | |


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## Performance Report: Planning and Analysis

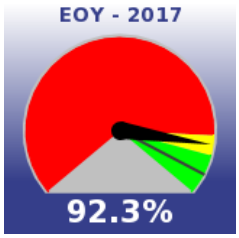
# BOCC Update - Finance Program, Planning and Analysis Activity

| | |
|---|---|
| Purpose Statement | The purpose of the Planning and Analysis activity is to provide budget development and fiscal impact analysis services to County departments, County offices, the Board of County Commissioners, and other governmental agencies so they can make informed operational, budget and policy decisions. |

## Performance Measures

**Result :**

### Percentage of policy and budget decisions are supported by multi-year, scenario-based planning tools.



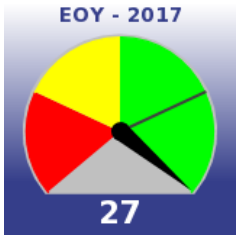

Performance Narrative: Our Capital Improvement Plan captures those projects requested during the upcoming 5-year period and is reviewed prior to budget preparation each year. We have begun implementation of a forecasting software package that allows various options based on scenario design. We are in the middle of a conversion to a new financial software package that has scenario planning options as well. This performance goal will be addressed using these tools moving forward.

Result • Percent • Quarterly YTD: 92.3% EOY: 92.3%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 90% | 95% | 100% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 87.5% | 83.3% | 100% | 90% | 91.2% | 91.2% |
| 2014 | 87.5% | 100% | 85.7% | 87.5% | 88.9% | 88.9% |
| 2015 | 87.5% | 83.3% | 100% | 100% | 92.3% | 92.3% |
| 2016 | 90% | 100% | 100% | 100% | 95.2% | 95.2% |
| 2017 | 75% | 100% | 100% | 100% | 92.3% | 92.3% |
| 2018 | | | | | | |

### Number of the 27 GFOA Budget Excellence Award categories met, as per peer review.



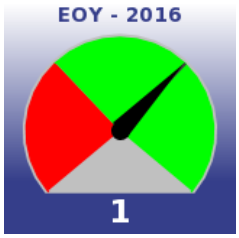

Performance Narrative:

Result • Number • Annually YTD: 27 EOY: 27

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 24 | 25 | 26 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 26 | 26 | 26 |
| 2014 | 27 | 27 | 27 |
| 2015 | 26 | 26 | 26 |
| 2016 | 26 | 26 | 26 |
| 2017 | 27 | 27 | 27 |
| 2018 | | | |

### Receive Special Performance Measure Recognition through the GFOA Distinguished Budget Presentation Awards Program, as per peer review.




Performance Narrative:

Result • Number • Annually YTD: 1 EOY: 1

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 0 | | 1 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |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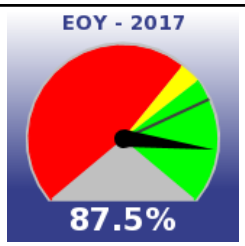
| | | | |
|---|---|---|---|
| **2014** | | | |
| **2015** | | | |
| **2016** | 1 | 1 | 1 |
| **2017** | | | |
| **2018** | | | |

## Percentage of program managers who report that they are very satisfied or satisfied that fiscal impact tools are user-friendly, clear and easy to understand.



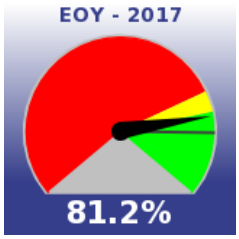

Performance Narrative:

Result • Percent • Annually YTD: 87.5% EOY: 87.5%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 65% | 70% | 75% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | 73.9% | 73.9% | 73.9% |
| **2014** | 61.5% | 61.5% | 61.5% |
| **2015** | 75% | 75% | 75% |
| **2016** | 66.7% | 66.7% | 66.7% |
| **2017** | 87.5% | 87.5% | 87.5% |
| **2018** | | | |

## Percentage of program managers who report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate.



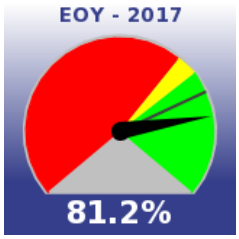

Performance Narrative:

Result • Percent • Annually YTD: 81.2% EOY: 81.2%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 75% | 80% | 85% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | 73.9% | 73.9% | 73.9% |
| **2014** | 69.2% | 69.2% | 69.2% |
| **2015** | 68.8% | 68.8% | 68.8% |
| **2016** | 81% | 81% | 81% |
| **2017** | 81.2% | 81.2% | 81.2% |
| **2018** | | | |

## Percentage of program managers who report that they are very satisfied or satisfied that fiscal impact tools helped them make more informed budget and/or operational decisions.




Performance Narrative:

Result • Percent • Annually YTD: 81.2% EOY: 81.2%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 65% | 70% | 75% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | 69.2% | 69.2% | 69.2% |
| **2014** | 69.2% | 69.2% | 69.2% |
| **2015** | 68.8% | 68.8% | 68.8% |
| **2016** | 66.7% | 66.7% | 66.7% |
| **2017** | 81.2% | 81.2% | 81.2% |
| **2018** | | | |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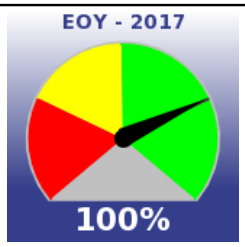
## Percentage of Board members who report that they are very satisfied or satisfied that fiscal impact tools were user-friendly, clear and easy to understand.



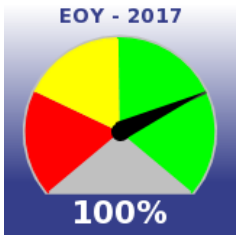

Performance Narrative:

Result • Percent • Annually YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 33% | 66% | 100% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 100% | 100% | 100% |
| 2014 | 100% | 100% | 100% |
| 2015 | 100% | 100% | 100% |
| 2016 | 100% | 100% | 100% |
| 2017 | 100% | 100% | 100% |
| 2018 | | | |

## Percentage of Board members who report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate.



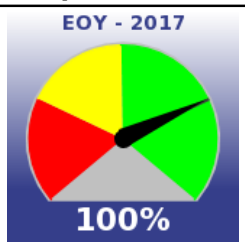

Performance Narrative:

Result • Percent • Annually YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 33% | 66% | 100% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 100% | 100% | 100% |
| 2014 | 100% | 100% | 100% |
| 2015 | 100% | 100% | 100% |
| 2016 | 100% | 100% | 100% |
| 2017 | 100% | 100% | 100% |
| 2018 | | | |

## Percentage of Board members who report that they are very satisfied or satisfied that fiscal impact tools helped them make informed policy decisions.




Performance Narrative:

Result • Percent • Annually YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 33% | 66% | 100% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 100% | 100% | 100% |
| 2014 | 100% | 100% | 100% |
| 2015 | 100% | 100% | 100% |
| 2016 | 100% | 100% | 100% |
| 2017 | 100% | 100% | 100% |
| 2018 | | | |

## Percentage of program managers who report that they are very satisfied or satisfied that budget preparation services were user-friendly, clear and easy to understand.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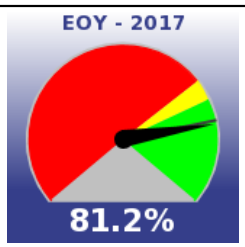


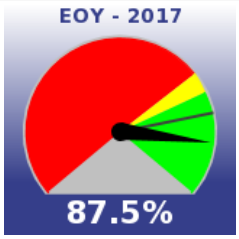

Performance Narrative:

Result • Percent • Annually YTD: 81.2% EOY: 81.2%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 70% | 75% | 80% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 64% | 64% | 64% |
| 2014 | 69.2% | 69.2% | 69.2% |
| 2015 | 76.5% | 76.5% | 76.5% |
| 2016 | 78.3% | 78.3% | 78.3% |
| 2017 | 81.2% | 81.2% | 81.2% |
| 2018 | | | |

**Percentage of program managers who report that they are very satisfied or satisfied that budget preparation services provided information that appeared to be complete and accurate.**



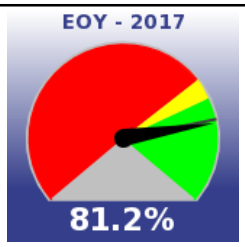

Performance Narrative:

Result • Percent • Annually YTD: 87.5% EOY: 87.5%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 70% | 75% | 80% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 64% | 64% | 64% |
| 2014 | 73.1% | 73.1% | 73.1% |
| 2015 | 82.4% | 82.4% | 82.4% |
| 2016 | 73.9% | 73.9% | 73.9% |
| 2017 | 87.5% | 87.5% | 87.5% |
| 2018 | | | |

**Percentage of program managers report that they are very satisfied or satisfied that budget preparation services helped them make an effective budget presentation.**




Performance Narrative:

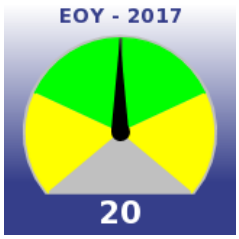
Result • Percent • Annually YTD: 81.2% EOY: 81.2%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 70% | 75% | 80% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 68% | 68% | 68% |
| 2014 | 73.1% | 73.1% | 73.1% |
| 2015 | 76.5% | 76.5% | 76.5% |
| 2016 | 73.9% | 73.9% | 73.9% |
| 2017 | 81.2% | 81.2% | 81.2% |
| 2018 | | | |

**Output :**

**Number of Board briefings provided.**




Performance Narrative:

Output • Number • Quarterly YTD: 20 EOY: 20

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | 15 | 20 | 25 | |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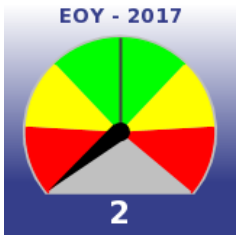
| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 8 | 4 | 4 | 3 | 19 | 19 |
| 2014 | 2 | 4 | 2 | 6 | 14 | 14 |
| 2015 | 4 | 2 | 2 | 3 | 11 | 11 |
| 2016 | 4 | 4 | 4 | 6 | 18 | 18 |
| 2017 | 5 | 5 | 4 | 6 | 20 | 20 |
| 2018 | | | | | | |

## Number of 3+ year financial notes provided.




Performance Narrative:

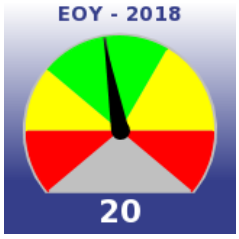
Output • Number • Quarterly YTD: 2 EOY: 2

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 3 | 4 | 5 | 6 | 7 |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 0 | 1 | 2 | 1 | 4 | 4 |
| 2014 | 0 | 0 | 1 | 1 | 2 | 2 |
| 2015 | 0 | 0 | 3 | 1 | 4 | 4 |
| 2016 | 0 | 0 | 1 | 1 | 2 | 2 |
| 2017 | 0 | 0 | 1 | 1 | 2 | 2 |
| 2018 | | | | | | |

**Demand :**

## Number of Board briefings expected to be provided.



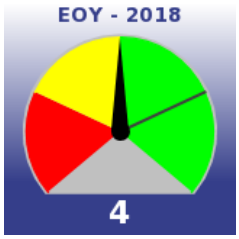

Performance Narrative:

Demand • Number • Annually YTD: 20 EOY: 20

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 12 | 16 | 20 | 24 | 30 |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 19 | 19 | 19 |
| 2014 | 20 | 20 | 20 |
| 2015 | 20 | 20 | 20 |
| 2016 | 20 | 20 | 20 |
| 2017 | 20 | 20 | 20 |
| 2018 | 20 | 20 | 20 |

## Number of 3+ year financial notes expected to be required.




Performance Narrative:

Demand • Number • Annually YTD: 4 EOY: 4

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 3 | 4 | 5 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 7 | 7 | 7 |
| 2014 | 5 | 5 | 5 |
| 2015 | 5 | 5 | 5 |
| 2016 | 5 | 5 | 5 |
| 2017 | 4 | 4 | 4 |
| 2018 | 4 | 4 | 4 |

**Efficiency :**

## Expense per program provided Planning and Analysis services.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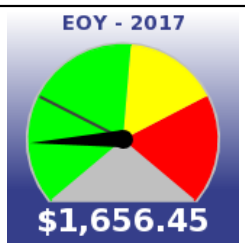


Performance Narrative:

Efficiency • Ratio • Annually YTD: $1,656.45 EOY: $1,656.45

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | $1,917.00 | $2,500.00 | $3,000.00 |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | $6,481.60 | $6,481.60 | $6,481.60 |
| 2014 | $6,167.76 | $6,167.76 | $6,167.76 |
| 2015 | $7,260.63 | $7,260.63 | $7,260.63 |
| 2016 | $6,538.32 | $6,538.32 | $6,538.32 |
| 2017 | $1,656.45 | $1,656.45 | $1,656.45 |
| 2018 | | | |


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## Performance Report: Risk Management

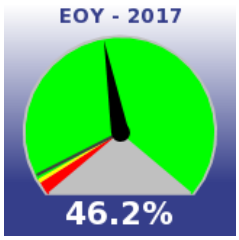
# BOCC Update - Finance Program, Risk Management Activity

| | |
|---|---|
| Purpose Statement | The purpose of the Risk Management Activity is to provide claims management and risk reduction services to the County organization so it can preserve resources by mitigating liability. |
| Performance Narrative | If the departments that had workers comp claims last year have lowered the number of workers comp claims they have this year by any positive percentage, then training and safety measures are working.<br>If the percent reduction in individual claims that exceed $25,000 is any positive number, then proactive measures are working sucessfully. |

## Performance Measures

**Result :**

### Percent reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment.



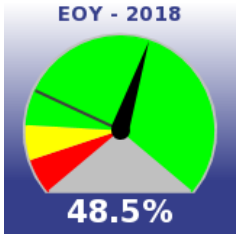

Performance Narrative:
We obtained a 16.97% average percent reduction in the number of annual workers comp claims that reached medical treatment, calculated over the preceding 5-year period ending 12/31/2017. This is well above our target of 5%. 2016 was a very good year with only 34% reaching medical treatment. 2012, 2014 and 2015 were all over 50%. The annual swings vary from 91% savings to 25% increase. This measure is averaged over a 5-year period to show the trend.

Result • Percent • Annually YTD: 46.2% EOY: 46.2%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 3% | 4% | 5% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 64% | 64% | 64% |
| 2014 | 55.2% | 55.2% | 55.2% |
| 2015 | 66.7% | 66.7% | 66.7% |
| 2016 | 34.8% | 34.8% | 34.8% |
| 2017 | 46.2% | 46.2% | 46.2% |
| 2018 | | | |

### Percentage of cost savings as calculated by value of variance between annual actuarial reserve amount vs. actual claim cost for Casualty and Property Claims.




Performance Narrative:
Gunnison County will save approximately $130,930 in premiums in exchange for paying the first $100,000 on each property or liability claim in 2018. The actuarial estimate that Gunnison County will pay this year on claims is $53,055, so the estimated savings to Gunnison County due to partially self-funding is $77,336 in 2018. The challenge in this fund is keeping a fund balance sufficient to cover multiple claims in any given year that reach the County portion of claim costs.

Result • Percent • Quarterly YTD: 63.7% EOY: 48.5%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| -10% | 0% | 10% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 59% | 59.5% | 70.7% | 79.7% | 79.7% | 79.7% |
| 2014 | 92.4% | 95% | 92.7% | 81.1% | 81.1% | 81.1% |
| 2015 | 53.3% | 66.2% | 75.7% | 75.6% | 75.6% | 75.6% |
| 2016 | 88.6% | 84.6% | 98% | 250.246% | 250.246% | 250.246% |
| 2017 | -16.263% | 169.775% | 106.765% | 145.654% | 145.654% | 145.654% |
| 2018 | 84.1% | 63.7% | | | 63.7% | 48.5% |

### Minimum available resources in the Health Insurance Fund.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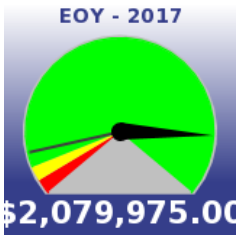



Performance Narrative:

Result • Dollar • Monthly

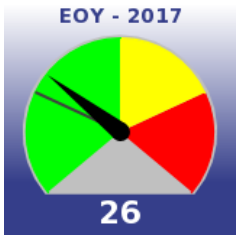
YTD: $2,079,975.00
EOY: $2,079,975.00

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| $900,000.00 | $950,000.00 | $1,000,000.00 | | |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | | | | | | | | | | | | | | |
| 2014 | | | | | | | | | | | | | | |
| 2015 | | | | | | | | | | | | | | |
| 2016 | $122,095 | $106,296 | $157,035 | $177,416 | $181,484 | $177,185 | $172,385 | $198,915 | $208,035 | $165,015 | $184,765 | $157,084 | $157,084 | $157,084.00 |
| 2017 | $187,434 | $116,105 | $182,125 | $193,395 | $198,385 | $147,585 | $153,495 | $159,075 | $182,935 | $183,005 | $156,215 | $179,975 | $179,975 | $179,975.00 |
| 2018 | | | | | | | | | | | | | | |

**Output :**

## Number of Workers Compensation claims managed.




Performance Narrative: By tracking the number of Workers Compensation claims managed on an annual basis, the determination of future strategic plans will be informed.

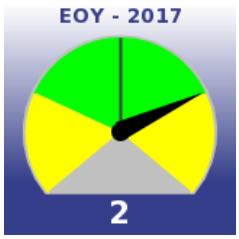
Output • Number • Quarterly

YTD: 26 EOY: 26

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 25 | 30 | 35 |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 11 | 4 | 4 | 6 | 25 | 25 |
| 2014 | 6 | 7 | 12 | 4 | 29 | 29 |
| 2015 | 7 | 3 | 6 | 8 | 24 | 24 |
| 2016 | 8 | 3 | 2 | 10 | 23 | 23 |
| 2017 | 9 | 4 | 8 | 5 | 26 | 26 |
| 2018 | | | | | | |

## Number of health insurance plan recommendations.




Performance Narrative:

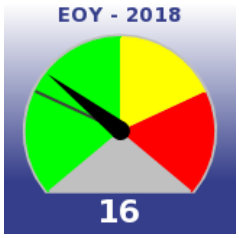
Output • Number • Semi-Annually

YTD: 2 EOY: 2

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | 0 | 1 | 2 | |

| Year | Jan-Jun | Jul-Dec | YTD | EOY* |
|---|---|---|---|---|
| 2013 | | | | |
| 2014 | | | | |
| 2015 | | | | |
| 2016 | 0 | 1 | 1 | 1 |
| 2017 | 1 | 1 | 2 | 2 |
| 2018 | | | | |

## Number of property/liability insurance claims managed.




Performance Narrative:

Output • Number • Monthly

YTD: 4 EOY: 16

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 15 | 20 | 25 |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | | | | | | | | | | | | | | |
| 2014 | | | | | | | | | | | | | | |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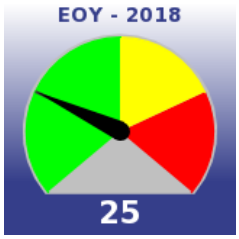
| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2015** | | | | | | | | | | | | | | |
| **2016** | 1 | 5 | 0 | 0 | 3 | 1 | 2 | 1 | 1 | 1 | 0 | 1 | 16 | 16 |
| **2017** | 3 | 1 | 6 | 0 | 0 | 0 | 2 | 0 | 0 | 1 | 1 | 1 | 15 | 15 |
| **2018** | 1 | 0 | 0 | 1 | 2 | | | | | | | | 4 | 16 |

**Demand :**

## Number of Workers Compensation claims expected to be filed.



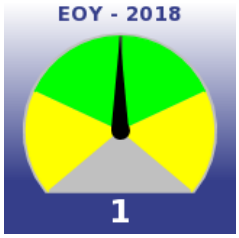

Performance Narrative: By projecting the number of workers compensation claims that are expected to be managed, determinations can be made on staffing levels and approximate demand that will be made on HR staff within current budget.

Demand • Number • Annually YTD: 25 EOY: 25

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 25 | 30 | 35 |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | 20 | 20 | 20 |
| **2014** | 25 | 25 | 25 |
| **2015** | 25 | 25 | 25 |
| **2016** | 25 | 25 | 25 |
| **2017** | 25 | 25 | 25 |
| **2018** | 25 | 25 | 25 |

## Number of health insurance plan recommendations expected.



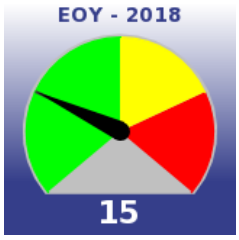

Performance Narrative:

Demand • Number • Annually YTD: 1 EOY: 1

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | 0 | 1 | 2 | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | | | |
| **2014** | | | |
| **2015** | | | |
| **2016** | 1 | 1 | 1 |
| **2017** | 1 | 1 | 1 |
| **2018** | 1 | 1 | 1 |

## Number of property/liability insurance claims expected to be managed.




Performance Narrative:

Demand • Number • Annually YTD: 15 EOY: 15

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 15 | 20 | 25 |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | | | |
| **2014** | | | |
| **2015** | | | |
| **2016** | 15 | 15 | 15 |
| **2017** | 15 | 15 | 15 |
| **2018** | 15 | 15 | 15 |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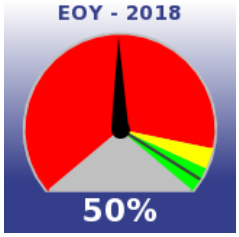
# BOCC Update - County Manager Program, Board Support Activity

| | |
|---|---|
| Purpose Statement | The purpose of the Board Support Activity is to provide advisory, liaison and meeting management services to the County Commissioners so they can effectively represent their constituents and fulfill the duties of their offices. |

## Performance Measures

**Result :**

### Percentage of the strategic results approved in the Board's strategic plan that are achieved by their target dates or alternate decision is made by the BOCC.



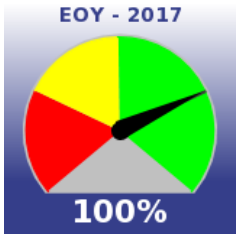

Performance Narrative:
There are 20 strategic results outlined in the Board's strategic plan (April 4, 2017 version). By the end of 2018, 13 results will be due for measurement. Those are: A1, B1, B2, B3, C1, C2, C3, C4, C5, C6, D1, D2 and D3. As of November 2018, D1 was unsuccessful, and A1, C3, C5 and C6 were not yet measured. By 12/31/18, this measuring is expected to be performing at between 61.5-84.6%.

Result • Percent • Semi-Annually YTD: 50% EOY: 50%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 90% | 95% | 98% | | |

| Year | Jan-Jun | Jul-Dec | YTD | EOY* |
|---|---|---|---|---|
| 2013 | 50% | 50% | 50% | 50% |
| 2014 | 88.9% | 88.9% | 88.9% | 88.9% |
| 2015 | 100% | 75% | 75% | 75% |
| 2016 | 87.5% | 87.5% | 87.5% | 87.5% |
| 2017 | 100% | 50% | 50% | 50% |
| 2018 | 50% | | 50% | 50% |

### Percentage of Board respondents report that they receive the information they need to respond in a timely manner to constituent concerns.



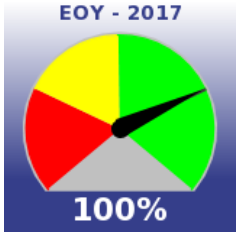

Performance Narrative: This annual measure continues to perform well.The 2018 data will be reported in February 2019.

Result • Percent • Annually YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 33% | 66% | 100% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 100% | 100% | 100% |
| 2014 | 100% | 100% | 100% |
| 2015 | 66.7% | 66.7% | 66.7% |
| 2016 | 100% | 100% | 100% |
| 2017 | 100% | 100% | 100% |
| 2018 | | | |

### Percentage of Board respondents who report that they receive the information they need to make policy decisions.




Performance Narrative: This measure continues to perform very well. Since the start of data collection in 2010, this measure has performed at 100% every year. The 2018 data will be available in February 2019.

Result • Percent • Annually YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 33% | 66% | 100% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 100% | 100% | 100% |
| 2014 | 100% | 100% | 100% |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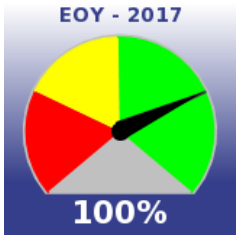
| | | | |
|---|---|---|---|
| **2015** | 100% | 100% | 100% |
| **2016** | 100% | 100% | 100% |
| **2017** | 100% | 100% | 100% |
| **2018** | | | |

## Percentage of Board respondents who report that they have the information and support they need to represent their constituents.



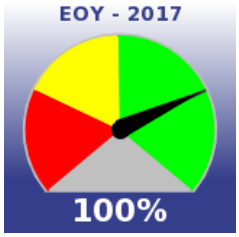

Performance Narrative: This annual measure was created in 2016, and it continues to perform at 100%.

Result • Percent • Annually YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 33% | 66% | 100% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2016** | 100% | 100% | 100% |
| **2017** | 100% | 100% | 100% |
| **2018** | | | |

## Percentage of Board respondents who report that they receive the performance information necessary to evaluate the effectiveness of County programs.



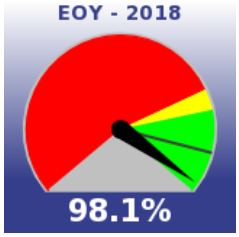

Performance Narrative: This annual measure continues to perform well. The 2018 data will be available in February 2019.

Result • Percent • Annually YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 33% | 66% | 100% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | 100% | 100% | 100% |
| **2014** | 100% | 100% | 100% |
| **2015** | 66.7% | 66.7% | 66.7% |
| **2016** | 100% | 100% | 100% |
| **2017** | 100% | 100% | 100% |
| **2018** | | | |

## Percentage of approved BOCC minutes that are available to the public within 30 days of a meeting.




Performance Narrative:
The periods with poor performance directly correlate to frequent staff turnover and/or high seasonal workloads (i.e., CBOE season), which we have successfully addressed via equitable division of duties and cross-training within the office.

Result • Percent • Monthly YTD: 96.6% EOY: 98.1%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 75% | 80% | 90% | | |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2013** | 100% | 100% | 0% | 100% | 50% | 50% | 50% | 100% | 25% | 66.7% | 50% | 25% | 54.5% | 54.5% |
| **2014** | 50% | 100% | 100% | 66.7% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 94.4% | 94.4% |
| **2015** | 66.7% | 100% | 100% | 50% | 50% | 66.7% | 100% | 50% | 66.7% | 100% | 100% | 100% | 82.4% | 82.4% |
| **2016** | 100% | 100% | 33.3% | 0% | 0% | 50% | 50% | 66.7% | 100% | 100% | 100% | 100% | 67.7% | 67.7% |
| **2017** | 50% | 50% | 100% | 100% | 100% | 50% | 100% | 100% | 66.7% | 66.7% | 100% | 100% | 83.9% | 83.9% |
| **2018** | 66.7% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | | | 96.6% | 98.1% |

**Output :**

## Number of department strategic updates to the BOCC.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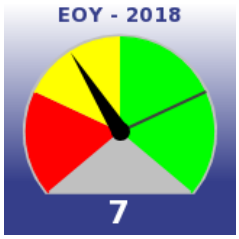



Performance Narrative:
Each of the 10 administrative department should provide at least one update per year (they were each directed to provide two during the 2016 inaugural year), and updates are optional for elected offices.Updates are scheduled to take place during Sep-Dec of each year. Thus, the annual target of 10 is expected to be met in 2018.

Output • Number • Quarterly YTD: 4 EOY: 7

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 6 | 8 | 10 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2016 | 5 | 5 | 2 | 7 | 19 | 19 |
| 2017 | 0 | 0 | 0 | 10 | 10 | 10 |
| 2018 | 0 | 0 | 4 | | 4 | 7 |

## Number of results monitored in the BOCC plan.

Performance Narrative:
The Gunnison County Strategic Plan was updated in April 2017, and it includes 20 total results. Performance in this category is reflected in the associated measure that calculates the percentage of those 20 results achieved by their set target dates.

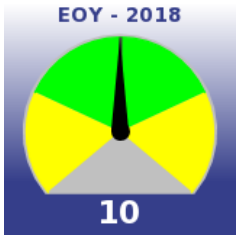
Output • Number • Annually YTD: 20 EOY: 20

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 20 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2015 | 15 | 15 | 15 |
| 2016 | 15 | 15 | 15 |
| 2017 | 20 | 20 | 20 |
| 2018 | 20 | 20 | 20 |

**Demand :**

## Number of department strategic updates expected to be provided to the BOCC.




Performance Narrative:
This demand directly correlates to the 10 administrative departments that are required to provide at least one strategic performance update to the Board each year.

Demand • Number • Annually YTD: 10 EOY: 10

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | 7 | 10 | 13 | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2016 | 20 | 20 | 20 |
| 2017 | 10 | 10 | 10 |
| 2018 | 10 | 10 | 10 |

## Number of results expected to be monitored in the BOCC plan.

Performance Narrative:
This demand aligns with the number of strategic results within the countywide strategic plan, which was last updated in April 2017.

Demand • Number • Annually YTD: 20 EOY: 20

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 20 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2015 | 15 | 15 | 15 |
| 2016 | 15 | 15 | 15 |
| 2017 | 20 | 20 | 20 |
| 2018 | 20 | 20 | 20 |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## Performance Report: Executive Management

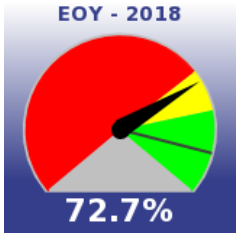
# BOCC Update - County Manager Program, Executive Management Activity

| Purpose Statement | The purpose of the Executive Management Activity is to provide strategic executive leadership services to County departments so they can achieve their customer results. |
|---|---|

## Performance Measures

**Result :**

### Percentage of department strategic results that are achieved by their target dates.




Performance Narrative: Starting in mid-2016, we began calculating this for only administrative departments that are managed by the County Manager. As of the 3rd Quarter of 2018, this measure was performing at 72.6%. The 2018 end-of-year percentage should be much higher because many metrics are due for measurement on 12/31/18, and a few strategic business plans are in the process of being updated. Staff will continue to focus on creating meaningful and measurable metrics.

Result • Percent • Quarterly YTD: 72.6% EOY: 72.7%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 70% | 80% | 90% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 90% | 90% | 90% | 90% | 90% | 90% |
| 2014 | 59.1% | 59.1% | 59.1% | 59.1% | 59.1% | 59.1% |
| 2015 | 38.9% | 38.9% | 38.9% | 38.9% | 38.9% | 38.9% |
| 2016 | 44.4% | 25.8% | 72% | 84% | 84% | 84% |
| 2017 | 93.8% | 93.8% | 82.4% | 83.8% | 83.8% | 83.8% |
| 2018 | 73.5% | 73.5% | 72.6% | | 72.6% | 72.7% |

### Percentage of departmental programs that measure results for customers.

Performance Narrative:
Beginning in 2015, this data represents only administrative departments' programs.Continual focus on performance, as well as performance reporting, has led to the achievement of 100% success since the fourth quarter of 2016.

Result • Percent • Quarterly YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 65% | 75% | 85% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 70.3% | 70.3% | 70.3% | 70.3% | 70.3% | 70.3% |
| 2014 | 66.7% | 66.7% | 66.7% | 66.7% | 66.7% | 66.7% |
| 2015 | 81.5% | 81.5% | 81.5% | 81.5% | 81.5% | 81.5% |
| 2016 | 81.5% | 84.6% | 84.6% | 100% | 100% | 100% |
| 2017 | 100% | 100% | 100% | 100% | 100% | 100% |
| 2018 | 100% | 100% | 100% | | 100% | 100% |

### Percentage of departments that use strategic business plans and performance information to manage the delivery of services.

Performance Narrative:
Beginning with 2015, this data represents only administrative departments' programs.We have achieved 100% since the third quarter of 2016, which is a result of increased focus paid to each of the plans.

Result • Percent • Quarterly YTD: 100% EOY: 100%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 70% | 80% | 90% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 83.3% | 83.3% | 83.3% | 83.3% | 83.3% | 83.3% |
| 2014 | 94.4% | 94.4% | 94.4% | 94.4% | 94.4% | 94.4% |
| 2015 | 80% | 80% | 80% | 80% | 80% | 80% |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| | | | | | | |
|---|---|---|---|---|---|---|
| **2016** | 70% | 90% | 100% | 100% | 100% | 100% |
| **2017** | 100% | 100% | 100% | 100% | 100% | 100% |
| **2018** | 100% | 100% | 100% | | 100% | 100% |

**Output :**

## Number of departmental key results monitored.

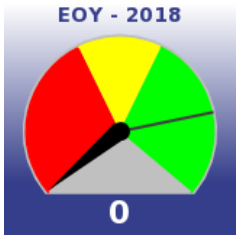
Performance Narrative: This represents the total number of key results outlined in our administrative departmental strategic business plans, as of the last day of each quarter.

Output • Number • Quarterly YTD: 96 EOY: 100

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | 60 | 80 | 100 | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2013** | 109 | 109 | 109 | 109 | 109 | 100 |
| **2014** | 39 | 39 | 39 | 39 | 39 | 100 |
| **2015** | 124 | 124 | 124 | 124 | 124 | 100 |
| **2016** | 89 | 89 | 91 | 97 | 97 | 100 |
| **2017** | 96 | 96 | 96 | 96 | 96 | 100 |
| **2018** | 96 | 96 | 96 | | 96 | 100 |

## Number of strategic business plan approval decisions provided.




Performance Narrative: This data represents approval decisions for both administrative and elected departments. Initially, staff estimated that 19 plan updates would occur annually (one for each department/office), which has slowed dramatically overtime as plans have been solidified. Administrative departments should review their plans for potential updates at least every two years, and elected offices may review their plans for updates as often as they wish.

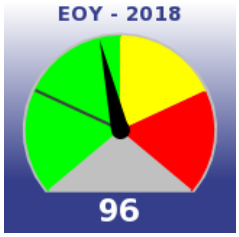
Output • Number • Quarterly YTD: 0 EOY: 0

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 2 | 3 | 4 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2013** | 0 | 8 | 2 | 0 | 10 | 10 |
| **2014** | 1 | 4 | 0 | 0 | 5 | 5 |
| **2015** | 3 | 1 | 2 | 0 | 6 | 6 |
| **2016** | 1 | 2 | 4 | 1 | 8 | 8 |
| **2017** | 5 | 1 | 1 | 0 | 7 | 7 |
| **2018** | 0 | 0 | 0 | | 0 | 0 |

**Demand :**

## Number of departmental key results expected to be monitored.




Performance Narrative: This represents a one-for-one number of departmental key results (administrative departments only), meaning that all that are expected to be monitored are actually monitored (via a separate metric). The anomaly represented by the 2014 data is likely due to a data collection error during a staffing transition.

Demand • Number • Annually YTD: 96 EOY: 96

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 80 | 100 | 120 |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | 109 | 109 | 109 |
| **2014** | 39 | 39 | 39 |
| **2015** | 124 | 124 | 124 |
| **2016** | 97 | 97 | 97 |
| **2017** | 96 | 96 | 96 |
| **2018** | 96 | 96 | 96 |

## Number of strategic business plan approval decisions expected to be required.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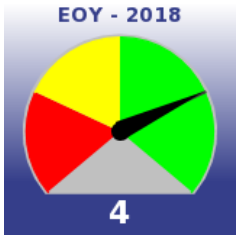


Performance Narrative:
This data represents both administrative and elected departments. Initially, staff estimated that 19 plan updates would occur annually, which has slowed dramatically overtime as plans have been fine-tuned. Administrative departments should review their plans at least every two years, and elected offices may review their plans as often as they wish.

Demand • Number • Annually YTD: 4 EOY: 4

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 2 | 3 | 4 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | 19 | 19 | 19 |
| **2014** | 19 | 19 | 19 |
| **2015** | 10 | 10 | 10 |
| **2016** | 4 | 4 | 4 |
| **2017** | 4 | 4 | 4 |
| **2018** | 4 | 4 | 4 |


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## Performance Report: Communications

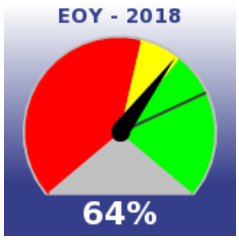
# BOCC Update - County Manager Program, Communications Activity

| | |
|---|---|
| Purpose Statement | The purpose of the Communications Activity is to provide communication services to the public and County employees so they can easily access accurate information about the County#s strategic direction, operations and decision making. |

## Performance Measures

**Result :**

### Percentage of respondents to the biennial Citizen Survey who state that the public information services provided by Gunnison County government are good or excellent.




Performance Narrative:
This measure achieved a 64% rating in the 2017 citizen survey (averaging 63% from 2009 to 2017), which is similar to the national benchmark. We received our lowest score in the first survey (2009, 55%) and our highest score in the 2013 survey (71%). The next citizen survey will be accomplished in 2019.

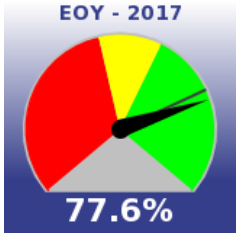
Our public information is primarily disseminated via social media. Our follower/friend/like total has increased by 42% since the 2017 citizen survey was released and by 29.99% in 2018 so far (1/1 - 11/6). This increase in followership is likely one of the contributing factors to this measure's success.

Result • Percent • Annually YTD: 64% EOY: 64%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 55% | 65% | 75% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 71% | 71% | 71% |
| 2014 | 71% | 71% | 71% |
| 2015 | 61% | 61% | 61% |
| 2016 | 61% | 61% | 61% |
| 2017 | 64% | 64% | 64% |
| 2018 | 64% | 64% | 64% |

### Percentage of employee survey respondents who report that they are familiar with the Gunnison County Strategic Plan.




Performance Narrative:
This measure is currently performing at 77.6% (Dec 2017 survey), with an overall average of 61.44% since 2010 and a previous three-year average (2015-2017) of 63.2%.

This information is distributed directly to new employees during orientation sessions. We also provide periodic updates related to the strategic plan in newsletters and other communications. The relative data is reported each February for the previous year, so the 2018 results will be available in February 2019.

Result • Percent • Annually YTD: 77.6% EOY: 77.6%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 45% | 60% | 75% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | 60% | 60% | 60% |
| 2014 | 66.3% | 66.3% | 66.3% |
| 2015 | 47.8% | 47.8% | 47.8% |
| 2016 | 64.2% | 64.2% | 64.2% |
| 2017 | 77.6% | 77.6% | 77.6% |
| 2018 | | | |

### Percentage of public policies that are reviewed annually to ensure that they legally and accurately reflect current practices and requirements.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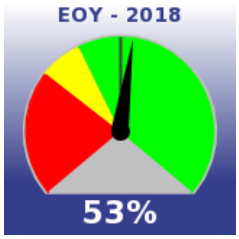


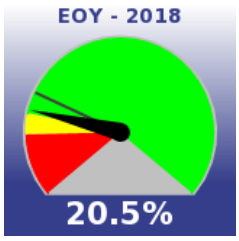

Performance Narrative: In 2016, this measure was added to the department's strategic plan, and it nearly met the target of 25% by the end of that year. In 2017, the annual target was updated to 50% , and that milestone was achieved this summer. The department's long-term target is to have 100% of all public and internal policies reviewed by the end of 2019.

Result • Percent • Quarterly YTD: 53.9% EOY: 53%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 30% | 40% | 50% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2016 | 24.1% | 22.8% | 23.6% | 23.3% | 23.3% | 23.3% |
| 2017 | 32.7% | 36.6% | 45.5% | 45.5% | 45.5% | 45.5% |
| 2018 | 45.9% | 47.2% | 53.9% | | 53.9% | 53% |

## Percentage of internal policies that are reviewed annually to ensure that they legally and accurately reflect current practices and requirements.




Performance Narrative:
In 2016, this measure was added to the department's plan, and it fell short of the 25% target largely due to the prioritization of public policy reviews ahead of internal policy reviews. The completion of the overhauled personnel policies document in October 2018 aggregated and/or rescinded many separate personnel policy documents, thus we anticipate that we will meet or exceed the 25% target by the end of 2018. The department's long-term target is to have 100% of all public and internal policies reviewed by the end of 2019.

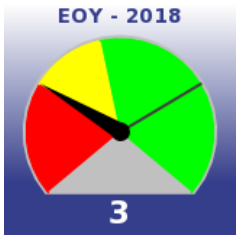
Result • Percent • Quarterly YTD: 19.1% EOY: 20.5%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 15% | 20% | 25% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2016 | 4.4% | 5.4% | 6.3% | 6.1% | 6.1% | 6.1% |
| 2017 | 10.3% | 15% | 18.7% | 20.6% | 20.6% | 20.6% |
| 2018 | 23.1% | 26.9% | 19.1% | | 19.1% | 20.5% |

**Output :**

## Number of public news releases provided.



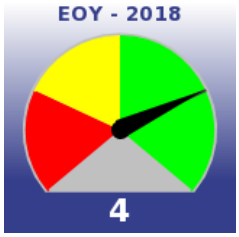

Performance Narrative: At first glance, it would appear as though this measure is failing. However, due to its wording, it only accounts for formal news releases and not any other types of news/advisories that are issued via the County website, social media, and the Joint Information System. Since individual departments issue their own releases, it would be very difficult to track actual data. Staff is considering possible changes to this measure's language so that meaningful data can be tracked.

Output • Number • Quarterly YTD: 2 EOY: 3

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 3 | 5 | 8 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | 4 | | | | 4 | 16 |
| 2014 | 1 | 3 | 5 | 0 | 9 | 9 |
| 2015 | 1 | 1 | 1 | 1 | 4 | 4 |
| 2016 | 0 | 0 | 1 | 2 | 3 | 3 |
| 2017 | 2 | 1 | 0 | 2 | 5 | 5 |
| 2018 | 1 | 0 | 1 | | 2 | 3 |

## Number of organizational news bulletins provided.




Performance Narrative: The department resumed issuance of quarterly newsletters in the 4th quarter of 2016.

Output • Number • Quarterly YTD: 3 EOY: 4

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 2 | 3 | 4 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2014 | 1 | 0 | 0 | 0 | 1 | 1 |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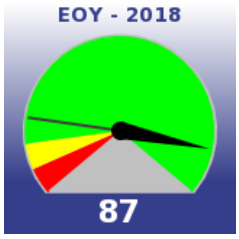
| | | | | | | |
|---|---|---|---|---|---|---|
| **2015** | 0 | 0 | 0 | 0 | 0 | 0 |
| **2016** | 0 | 0 | 0 | 1 | 1 | 1 |
| **2017** | 1 | 1 | 1 | 1 | 4 | 4 |
| **2018** | 1 | 1 | 1 | | 3 | 4 |

## Number of public policies updated, confirmed or rescinded.



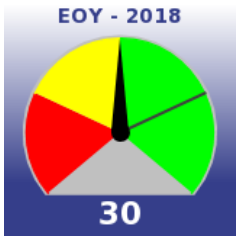

Performance Narrative: This measure is performing according to expectations. This performance is compared to the total number of policies, which naturally changes, and the percentage current is calculated via another metric in this activity.

Output • Number • Quarterly YTD: 89 EOY: 87

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 20 | 25 | 30 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2016** | 33 | 33 | 35 | 35 | 35 | 35 |
| **2017** | 50 | 56 | 71 | 71 | 71 | 71 |
| **2018** | 73 | 75 | 89 | | 89 | 87 |

## Number of internal policies updated, confirmed or rescinded.




Performance Narrative: This measure is performing lower than projected, but it aligns with current expectations. The end-of-year figure for 2018 will be much higher due to the overhaul of the Personnel Policies in October. This performance is compared to the total number of policies, which naturally changes, and the percentage that are current is calculated via another metric in this activity.

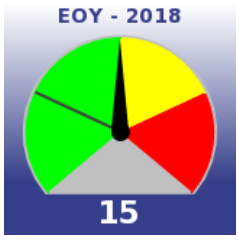
Output • Number • Quarterly YTD: 29 EOY: 30

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 25 | 30 | 35 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2016** | 4 | 5 | 6 | 6 | 6 | 6 |
| **2017** | 11 | 16 | 20 | 22 | 22 | 22 |
| **2018** | 25 | 29 | 29 | | 29 | 30 |

**Demand :**

## Number of social media accounts requiring management.




Performance Narrative:
This represents Facebook (9), Twitter (4) and LinkedIn (2) accounts. We also have 30 website modules (unaccounted by this measure) that allow subscribers. Followers/likes for all social media and website news modules total 16,221 (as of 11/6/2018).

Demand • Number • Quarterly YTD: 15 EOY: 15

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 12 | 15 | 18 |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2015** | 8 | 8 | 8 | 8 | 8 | 8 |
| **2016** | 9 | 12 | 12 | 12 | 12 | 12 |
| **2017** | 15 | 15 | 16 | 16 | 16 | 16 |
| **2018** | 15 | 15 | 15 | | 15 | 15 |

## Number of organizational news bulletins expected to be required.

Performance Narrative: We anticipate issuing one organizational newsletter per quarter.

Demand • Number • Annually YTD: 4 EOY: 4

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 2 | 3 | 4 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2014** | 6 | 6 | 6 |
| **2015** | 6 | 6 | 6 |
| **2016** | 6 | 6 | 6 |
| **2017** | 4 | 4 | 4 |
| **2018** | 4 | 4 | 4 |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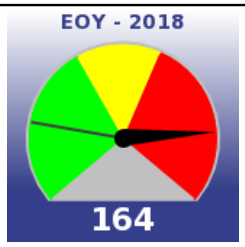
## Number of public policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements.



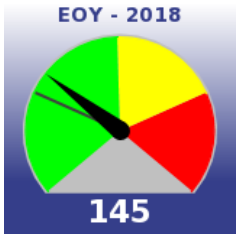

Performance Narrative: This number will fluctuate as policies are combined, rescinded, and created. The number reflects the current number of public policies at the end of each quarter.

Demand • Number • Quarterly YTD: 165 EOY: 164

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 101 | 120 | 140 |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2016** | 137 | 145 | 148 | 150 | 150 | 150 |
| **2017** | 153 | 153 | 156 | 156 | 156 | 156 |
| **2018** | 159 | 159 | 165 | | 165 | 164 |

## Number of internal policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements.




Performance Narrative: This number will fluctuate as policies are combined, rescinded, and created. The number reflects the current number of internal policies at the end of each quarter.

Demand • Number • Quarterly YTD: 152 EOY: 145

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 141 | 160 | 180 |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| **2016** | 91 | 93 | 95 | 98 | 98 | 98 |
| **2017** | 107 | 107 | 107 | 107 | 107 | 107 |
| **2018** | 108 | 108 | 152 | | 152 | 145 |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## Performance Report: Human Resources

# BOCC Update - Human Resources Activity

| | |
|---|---|
| Purpose Statement | The purpose of the Human Resources Services Activity is to provide recruitment, on-boarding, and personnel information services to County departments so they can develop and sustain a high-performance workforce committed to achieving operational and strategic results for customers. |
| Performance Narrative | |

## Performance Measures

**Result :**

### Percentage of compensation classifications reviewed every 3 years to ensure departments remain competitive and are able to hire and retain high-performers.

Performance Narrative: The Human Resources Office, with approval from the County Manager, uses a third party benefits services company to analyze individual job positions for proper job classification placement. Department heads and elected officials request to have jobs evaluated on an as needed basis, to determine proper placement and ensure the pay grade remains competitive with other markets. Requests may be for the purposes of evaluating proposals for new job titles or current job reclassifications. All results received have indicated that Gunnison County remains competitive.Although the 100% goal seems unattainable as currently measured, with consideration to our competitive fringe benefits offered, the 5% COLA in 2018 and the 3% COLA approved for 2019, Gunnison County is able to hire and retain high performers.

Result • Percent • Quarterly YTD: 33.3% EOY: 36.1%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 80% | 90% | 100% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | | | | | | |
| 2014 | | | | | | |
| 2015 | | | | | | |
| 2016 | 48.6% | 16.2% | 5.4% | 29.7% | 25% | 25% |
| 2017 | 17.1% | 4.9% | 53.7% | 24.4% | 25% | 25% |
| 2018 | 22.2% | 33.3% | 44.4% | | 33.3% | 36.1% |

### Minimum retention rate.

Performance Narrative: If the percentage of retained employees, who are fully trained and work with very little supervision, remains at 90% or above, departments can provide more efficient, quality service to their customers.

Result • Percent • Quarterly YTD: 91.5% EOY: 90%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 85% | 90% | 95% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | | | | 87.6% | 87.6% | 87.6% |
| 2014 | 97.7% | 94.4% | | | 96% | 94.4% |
| 2015 | 93.9% | 95.3% | 96.3% | 95.3% | 95.2% | 95.2% |
| 2016 | 97.5% | 94.7% | 98.1% | 96.6% | 96.7% | 96.7% |
| 2017 | 96.6% | 93.3% | 94.2% | 96% | 95% | 95% |
| 2018 | 97.9% | 90.6% | 85.9% | | 91.5% | 90% |

### Maximum annual increase, averaged over the previous five years, in medical insurance premiums.


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Performance Narrative:
If focus is placed on determining what it will take to keep insurance premium increases to 8% or lower annually, the employee insurance benefit plan will remain sustainable and employees will profit.

The addition of the HDHP HSA plan option in 2016 has resulted in lower premium costs for both the County and employees electing this plan option. The adoption of the new referenced based pricing for facilities using ELAP Services effective 9/1/2017, continues to provide savings for the County and employees in the cost of claims, allowing this to be a key factor in maintaining annual medical insurance premiums with no annual increase.

Result • Percent • Annually YTD: 0% EOY: 0%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 8% | 9% | 10% |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | 7.5% | 7.5% | 7.5% |
| 2015 | 6.2% | 6.2% | 6.2% |
| 2016 | -3.143% | -3.143% | -3.143% |
| 2017 | 0% | 0% | 0% |
| 2018 | 0% | 0% | 0% |

## Percentage of employees who take advantage of their preventative health care benefits.

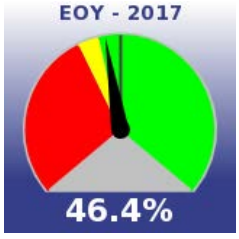
Performance Narrative: If employees enrolled in the Gunnison County Employee Insurance Benefits plan will be proactive in controlling medical claims costs to the plan and to themselves, by using preventive services covered 100% by the medical plan, the self-funded plan and the employees will benefit from the proactive approach to good health.

Result • Percent • Semi-Annually YTD: 59% EOY: 59%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 75% | 80% | 85% | | |

| Year | Jan-Jun | Jul-Dec | YTD | EOY* |
|---|---|---|---|---|
| 2013 | | | | |
| 2014 | | 52.5% | 52.5% | 52.5% |
| 2015 | | 45.7% | 45.7% | 45.7% |
| 2016 | | 60.8% | 60.8% | 60.8% |
| 2017 | | 59% | 59% | 59% |
| 2018 | | | | |

## Percentage of employee performance reviews that are conducted via MFR People.




Performance Narrative:

Result • Percent • Annually YTD: 46.4% EOY: 46.4%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 40% | 45% | 50% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | 48.4% | 48.4% | 48.4% |
| 2017 | 46.4% | 46.4% | 46.4% |
| 2018 | | | |

## Percentage of employees who are trained to use MFR People.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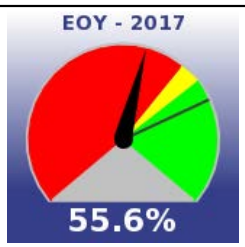


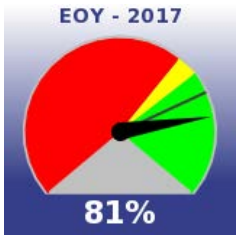

Performance Narrative:

Result • Percent • Monthly YTD: 55.6% EOY: 55.6%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 65% | 70% | 75% | | |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | | | | | | | | | | | | | | |
| 2014 | | | | | | | | | | | | | | |
| 2015 | | | | | | | | | | | | | | |
| 2016 | 64.3% | 61.9% | 56.2% | 52.4% | 49.2% | 47.2% | 45.3% | 43.3% | 41.9% | 40.5% | 40.9% | 40.9% | 40.9% | 40.9% |
| 2017 | 40.9% | 40% | 40% | 40% | 53.8% | 54.3% | 51.9% | 50.4% | 55.6% | 55.6% | 55.6% | 55.6% | 55.6% | 55.6% |
| 2018 | | | | | | | | | | | | | | |

## Percentage of respondents to the annual employee survey who state that recruitment assistance services from HR are excellent or good.



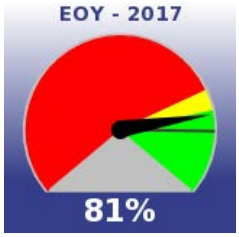

Performance Narrative:

Result • Percent • Annually YTD: 81% EOY: 81%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 65% | 70% | 75% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | 69% | 69% | 69% |
| 2016 | 79.7% | 79.7% | 79.7% |
| 2017 | 81% | 81% | 81% |
| 2018 | | | |

## Percentage of respondents to the annual employee survey who state that benefits administration services are excellent or good.



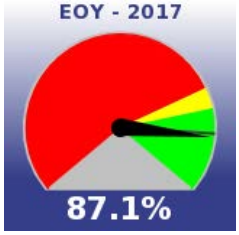

Performance Narrative:

Result • Percent • Annually YTD: 81% EOY: 81%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 75% | 80% | 85% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | 72% | 72% | 72% |
| 2016 | 81.2% | 81.2% | 81.2% |
| 2017 | 81% | 81% | 81% |
| 2018 | | | |

## Percentage of respondents to the annual employee survey who strongly agree or somewhat agree that they have a good understanding of the benefits for which they are eligible.




Performance Narrative: This performance measure was not captured in the 2016 employee survey. Human Resources strives to educate and inform all employees through quarterly newsletters, individual consultations and annual open enrollment meetings on the benefits offered. Knowledge gained is a resource to better understanding and managing health and retirement benefits in making the most intelligent decisions.

Result • Percent • Annually YTD: 87.1% EOY: 87.1%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|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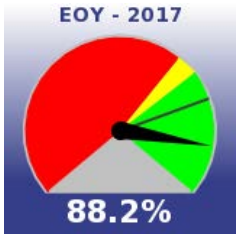
| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | 75% | 80% | 86% | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | 85.2% | 85.2% | 85.2% |
| 2017 | 87.1% | 87.1% | 87.1% |
| 2018 | | | |

## Percentage of respondents to the annual employee survey who strongly agree or somewhat agree that they would recommend working for Gunnison County to someone who asks.




Performance Narrative:

Result • Percent • Annually YTD: 88.2% EOY: 88.2%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 65% | 70% | 77% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | 74.7% | 74.7% | 74.7% |
| 2017 | 88.2% | 88.2% | 88.2% |
| 2018 | | | |

## Percentage of respondents to the annual employee survey who strongly agree or somewhat agree that they are satisfied with their jobs.

Performance Narrative:

Result • Percent • Annually YTD: 90.6% EOY: 90.6%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 75% | 80% | 85% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | 80.2% | 80.2% | 80.2% |
| 2017 | 90.6% | 90.6% | 90.6% |
| 2018 | | | |

## Percentage of respondents to the annual employee survey who strongly agree or somewhat agree that Gunnison County is a good overall employer.

Performance Narrative:

Result • Percent • Annually YTD: 91.8% EOY: 91.8%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 65% | 70% | 76% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | 84% | 84% | 84% |
| 2017 | 91.8% | 91.8% | 91.8% |
| 2018 | | | |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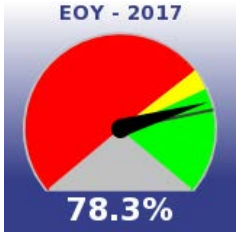
## Percentage of respondents to the annual employee survey who rate their immediate supervisor as excellent or good with regard to fostering an atmosphere of mutual trust and confidence.




Performance Narrative:

Result • Percent • Annually YTD: 78.3% EOY: 78.3%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 70% | 75% | 80% | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | 79.5% | 79.5% | 79.5% |
| 2017 | 78.3% | 78.3% | 78.3% |
| 2018 | | | |

## Percentage of employees who give and/or receive annual performance evaluation have been trained on the use of the MFR People system.

Performance Narrative:

Result • Percent • Quarterly YTD: 40.9% EOY: 40.9%

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 40% | 45% | 50% | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | | | | | | |
| 2014 | | | | | | |
| 2015 | | | | | | |
| 2016 | 33.9% | 33.9% | 42.6% | 40.9% | 40.9% | 40.9% |
| 2017 | | | | | | |
| 2018 | | | | | | |

**Output :**

## Number of recruitments.

Performance Narrative: The percentage of open positions that receive five or more qualified applicants remains at 100%. Our goal is to attract and hire individuals in key jobs who have the skill, knowledge and experience and meet or exceed the job performance expectations within one year, therefore meeting our retention targets.

Output • Number • Quarterly YTD: 19 EOY: 28

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 25 | 35 | 45 |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | | | | | | |
| 2014 | | | | | | |
| 2015 | | | 13 | 5 | 18 | 36 |
| 2016 | 5 | 6 | 2 | 4 | 17 | 17 |
| 2017 | 7 | 5 | 10 | 5 | 27 | 27 |
| 2018 | 4 | 6 | 9 | | 19 | 28 |

## Number of new-employee group on-boarding presentations.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Performance Narrative: It is a requirement for all new employees within one year of hire to attend a group on-boarding orientation. These sessions began in 2017 and have proven to be very beneficial to not only the new employees but to all of our department leaders as well. In 2018, we added another topic on the agenda and have included our department leaders to attend the session for one hour where they individually introduce themselves to our new employees and provide an overview of their department structure and services they provide to the organization and customers serviced throughout the community. Feedback from our new employees who have attended, and our department leaders, has been nothing but positive; another way of providing our employees with the resources to thrive and grow professionally within the organization.

Output • Number • Quarterly YTD: 3 EOY: 3

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 2 | 3 | 4 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | | | | | | |
| 2014 | | | | | | |
| 2015 | | | | | | |
| 2016 | | | | | | |
| 2017 | 0 | 2 | 1 | 0 | 3 | 3 |
| 2018 | 0 | 1 | 1 | 1 | 3 | 3 |

## Number of new compensation classifications reviewed.

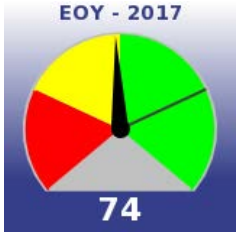
Performance Narrative:
This measure is slightly different from measure #1 in that the data measured uses new or department restructuring considerations in reviewing compensation classifications.

Output • Number • Monthly YTD: 27 EOY: 36

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 8 | 9 | 10 | | |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | | | | | | | | | | | | | | |
| 2014 | | | | | | | | | | | | | | |
| 2015 | | | | | | | | | | | | | | |
| 2016 | | | | | | | | | | | | | | |
| 2017 | 3 | 1 | 1 | | 2 | | 3 | 6 | | 10 | 0 | 1 | 27 | 36 |
| 2018 | | | | | | | | | | | | | | |

## Number of employees trained to use MFR People.




Performance Narrative:

Output • Number • Monthly YTD: 74 EOY: 74

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 50 | 75 | 100 | | |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | | | | | | | | | | | | | | |
| 2014 | | | | | | | | | | | | | | |
| 2015 | | | | | | | | | | | | | | |
| 2016 | 81 | 78 | 72 | 66 | 63 | 60 | 58 | 55 | 54 | 53 | 52 | 52 | 52 | 52 |
| 2017 | 52 | 52 | 52 | 52 | 70 | 70 | 67 | 67 | 74 | 74 | 74 | 74 | 74 | 74 |
| 2018 | | | | | | | | | | | | | | |

## Number of Leadership Academy training sessions provided.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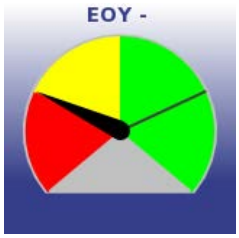
Performance Narrative: If managers and those employees identified by their supervisors as possible candidates for succession have completed leadership training, they can achieve program and activity customer results by delivering excellent leadership, communication, performance management and financial management to their staff and County leadership.

Output • Number • Annually YTD: 1 EOY: 1

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 0 | | 1 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | | | |
| 2017 | 1 | 1 | 1 |
| 2018 | | | |

## Number of Leadership Academy refresher training sessions provided.




Performance Narrative: If managers and those employees identified by their supervisors as possible candidates for succession have completed a refresher leadership training, they can achieve program and activity customer results by delivering excellent leadership, communication, performance management and financial management to their staff and County leadership.

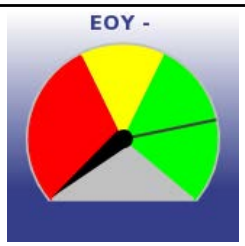
Output • Number • Annually YTD: EOY:

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 0 | 1 | 2 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| 2013 | | | |
| 2014 | | | |
| 2015 | | | |
| 2016 | | | |
| 2017 | | | |
| 2018 | | | |

**Demand :**

## Number of new-employee group on-boarding presentations expected to be requested.




Performance Narrative:
Human Resources has planned to begin requiring our new employees to attend a group on-boarding presentation which will include several different department leaders presenting and/or training on the services they provide to all County staff.

Demand • Number • Quarterly YTD: EOY:

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 2 | 3 | 4 | | |

| Year | Jan-Mar | Apr-Jun | Jul-Sep | Oct-Dec | YTD | EOY* |
|---|---|---|---|---|---|---|
| 2013 | | | | | | |
| 2014 | | | | | | |
| 2015 | | | | | | |
| 2016 | | | | | | |
| 2017 | | | | | | |
| 2018 | | | | | | |

## Number of employees expected to be trained to use MFR People.

Performance Narrative:

Demand • Number • Monthly YTD: 133 EOY: 133

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| | | 125 | 150 | 175 |

| Year | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD | EOY* |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2013 | | | | | | | | | | | | | | |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| | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2014** | | | | | | | | | | | | | | |
| **2015** | | | | | | | | | | | | | | |
| **2016** | 126 | 126 | 128 | 126 | 128 | 127 | 128 | 127 | 129 | 131 | 127 | 127 | 127 | 127 |
| **2017** | 127 | 130 | 130 | 130 | 130 | 129 | 129 | 133 | 133 | 133 | 133 | 133 | 133 | 133 |
| **2018** | | | | | | | | | | | | | | |

## Number of Leadership Academy training sessions expected to be requested.

Performance Narrative: If managers and those employees are identified by their supervisors as possible candidates for succession request themselves or their employees to attend a leadership training, they can achieve program and activity customer results by delivering excellent leadership, communication, performance management and financial management to their staff and County leadership.

Demand • Number • Annually YTD: 20 EOY: 20

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 15 | 20 | 25 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | | | |
| **2014** | | | |
| **2015** | | | |
| **2016** | 0 | 0 | 0 |
| **2017** | 20 | 20 | 20 |
| **2018** | | | |

## Number of refresher leadership training sessions expected to be requested.

Performance Narrative: Managers and those employees already identified by their supervisors as possible candidates for succession request to attend a refresher leadership training, so they can continue to achieve program and activity customer results by delivering excellent leadership, communication, performance management and financial management to their staff and County leadership.

Demand • Number • Annually YTD: 15 EOY: 15

| Low Alarm | Low Warn | Target | High Warn | High Alarm |
|---|---|---|---|---|
| 40 | 45 | 50 | | |

| Year | EOY | YTD | EOY* |
|---|---|---|---|
| **2013** | | | |
| **2014** | | | |
| **2015** | | | |
| **2016** | | | |
| **2017** | 15 | 15 | 15 |
| **2018** | | | |


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