AGENDA ITEM or FINAL CONTRACT REVIEW SUBMITTAL FORM

Agenda Item: Administration Performance Update

Action Requested: Discussion

Parties to the Agreement:

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

Summary:

Please see the attached report. This is the first performance report generated by our new performance management platform, ClearPoint.

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: 2/7/2020

○ Consent Agenda ◉ Regular Agenda ○ Worksession Time Allotted: 60

Agenda Date: 2/11/2020

Revised April 2015

Gunnison County Administration Department Performance Report

February 4, 2020

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Gunnison County
COLORADO

Administration Performance (Jan-20)

Gunnison County

Gunnison County

Friday, February 7th 2020, 10:30:31 am

Gunnison County
Gunnison County

Vision

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.

Strategic Alignment

Goals	Strategic Results
1. Ensure Sound Infrastructure	By December 31, 2020, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure, construction and maintenance, so that residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests
	By December 31, 2021, the Gunnison-Crested Butte Regional Airport Terminal Renovation Project will begin.
	By December 31, 2023, Gunnison County will have hard-surfaced 10 miles of County roads from the 2018 baseline in order to reduce maintenance costs, provide snow removal options, enhance safety and improve the travel experience of residents and visitors.
	By December 31, 2024, the development and infrastructure for the Shady Island River Park will be completed as generally described in the Shady Island Master Plan
2. Protect the Environment	Gunnison County shall continue to work with its partners to protect water quality and quantity for in-basin purposes in a manner that is socially, environmentally and economically sound
	By December 31, 2020, third-party certification and recognition for energy efficiency from Energy Star, LEED or other independent organization will be achieved, verifying and recognizing the energy efficiency of the County courthouse and the Health and Human Services building.
	By December 31, 2021, Gunnison County will support the development and implementation of a coal mine methane capture, mitigation and/or utilization strategy to decrease the greenhouse gas impacts of coal mine methane being emitted from the North Fork valley by 85%.
	By December 31, 2023, Gunnison County will work with the ranching community and other landowners to expand the conserved private ranchland in the County by an additional 8,500 acres from the 2018 baseline in order to protect open space and the watershed, ensure access to public lands and trails, and preserve agriculture.
	By December 31, 2030, Gunnison County will work to reduce energy use impacts and lower greenhouse gas emissions by 20% from 2005 levels, thereby improving air quality and addressing climate change, as measured by:
3. Promote Prosperous, Collaborative, and Healthy Communities	By December 31, 2020, Gunnison County will work with key partners on suicide prevention strategic community education, outreach and response plan
	By December 31, 2020, Gunnison County will promote optimal community and family health, safety and wellbeing through an integrated Health and Human Services team

	By December 31, 2020, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing youth substance use as evidenced by:
	By December 31, 2020, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market, as evidenced by a minimum of $100,000 in annual fuel-flowage fees and rampparking fees collected annually
	By December 31, 2020, increase the airport's economic impact to the community by 40% over the results of the 2013 CODOT study to $140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity
	By December 31, 2020, Gunnison County will facilitate efforts in the valley to increase the number of child care and pre-K slots and enhance the opportunities for small business startups for child care/preschool, as evidenced by:
	By December 31, 2020, Gunnison County's work with community partners will result in increased access and improved services related to high-quality mental and behavioral health in the valley
4. Deliver High Quality Services	By December 31, 2019, the perception of at least 50% of respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.
	By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by:
	By October 31, 2020, Gunnison County, in partnership with the schools and municipalities, will secure sustainable funding for juvenile prevention services including GCSAPP-sponsored programs to promote optimal community and family health, safety and wellbeing
	By December 31, 2020, Gunnison County will establish a regulatory framework to encourage and direct industrial and commercial development into existing platted or zoned areas and enable opportunities for new commercial and industrial developments and newly developed Special Geographic Areas in order to:
	By December 31, 2020, Gunnison County will work with its Sustainable Tourism and Outdoor Recreation (STOR) partners to establish and begin implementing stewardship, messaging, infrastructure development, wayfinding and enforcement for public lands within Gunnison County
	By December 31, 2022, Gunnison County will increase the availability of housing by facilitating the construction of 200 new workforce housing units from the 2016 baseline.

By December 31, 2022, Gunnison County will increase the availability of housing by facilitating the construction of 200 new workforce housing units from the 2016 baseline.

Gunnison County

Home | Scorecard | Strategic Results

Owner

Matthew Birnie (Administration)

Start Date

5/7/19

Collaborators

- John Cattles (Facilities & Grounds)
- Jennifer Kermode (GVRHA)
- Linda Nienhueser (Administration)
- Cathie Pagano (Community & Economic Development)

Due Date

12/31/22

Completed Date

Not Completed

Milestones

1. Facilitate Development of the Brush Creek Parcel
   Gunnison County | 1/1/17 - 12/31/21
   - ~~1a. Issue RFQ~~
     Gunnison County | Completed 3/31/17
   - ~~1b. Select Development Teams to Invite for Proposals~~
     Gunnison County | Completed 4/30/17
   - ~~1c. Select Development Team~~
     Gunnison County | Completed 7/31/17
   - 1d. Project Land Use Approval
     Gunnison County | 1/1/17 - 1/31/19
   - 1e. Begin Phased Project Development
     Gunnison County | 1/1/17 - 4/30/19
2. ~~Develop Stallion Park Units~~
   Gunnison County | Completed 4/30/19
   - ~~2a. Issue RFP~~
     Gunnison County | Completed 1/31/18
   - ~~2b. Select Contractor~~
     Gunnison County | Completed 3/31/18
   - ~~2c. Complete Project~~
     Gunnison County | Completed 4/30/19
3. Develop Lot 22A
   Gunnison County | 1/1/18 - 12/31/20
   - 3d. Begin Phased Development
     Gunnison County | 1/1/17 - 12/31/20
   - ~~3a. Clear Up Legal Issues~~
     Gunnison County | Completed 3/31/18
   - ~~3b. Create Development Plan~~
     Gunnison County | Completed 12/31/18
   - 3c. Begin Infrastructure Development
     Gunnison County | 1/1/18 - 12/31/19

Analysis

Jan-20

Recommendations

Jan-20

Administration Performance (Jan-20)

Gunnison County

Administration

Friday, February 7th 2020, 10:30:42 am

Department Issue Statements & Strategic Results

Administration

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:
   - Managing effectively the increasing complexity of County operations;
   - Knowledge and clarity regarding the long-term impacts of financial and policy decisions; and
   - Focus on achieving strategic results.
2. Continued use and refinement of Managing for Results, if sustained, will result in more performance informed decision making, which will continue to improve:
   - Performance Budgeting for Results;
   - Service prioritization and alignment of resources to strategic priorities;
   - Realization of cost savings for the community;
   - Transparency and accountability to the public;
   - Ability to frame policy decisions for the Board; and
   - Employee engagement and identification with the County.
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:
   - Increased opportunities to innovate service delivery models;
   - Increased demand for new skills sets within departments related to data collection, data analysis, and performance reporting; and
   - Increased demand for system training in MFR Live and MFR People.
4. The continued need to implement a consistent and integrated management training system, if left unaddressed, will result in:
   - Insufficient department-level empowerment in decision making;
   - Over-reliance on County Administration;
   - Lack of clarity regarding policies, procedures, and their application; and
   - Increased organizational liability.
5. The implementation of robust governmental HR management and finance management software system(s) will result in:
   - Greater ease in providing HR services;
   - Continued strong audit trail for accounting transactions;
   - Increased capability for HR and finance to integrate as a team;
   - Greater ease in compliance with the Affordable Care Act;
   - Less manual workarounds, reducing propensity for errors; and
   - Greater inquiry access for financial decision making.
6. The absence of integrated public and internal policy resource documents, if unaddressed, will continue to result in:
   - Lack of clear direction to the public and staff related to current compliance requirements;
   - Inadvertent non-compliance of requirements by the public and staff; and
   - Inefficiencies in the management of County resources.

Strategic Results

1. **Long-Term Financial Planning:**
   Gunnison County Board and executive staff will make decisions informed by long-term financial planning, as indicated by established milestones.
   1. By July 1, 2019, Munis software reporting capabilities will be developed and deployed with Sales Tax funds data entered.

2. By July 1, 2019, budget and policy decisions will be supported by multi-year scenario-based planning tools.
3. By July 1, 2019, the County will adopt a five-year financial plan.

2. **Managing for Results**
Managing for Results will result in performance-informed decision-making, as indicated by the established milestones.
   1. Annually, 100% of administrative departmental programs will be measured in terms of results for customers.
   2. Annually, 100% of County administrative departments will use Strategic Business Plans and performance information to manage the delivery of services.
   3. Annually, 80% of the strategic results in the BOCC strategic plan will either be achieved by the date specified in the plan or an alternate decision will be made by the BOCC.
   4. Annually, 75% of administrative department strategic results will be achieved by their target dates.
   5. By the conclusion of the 2019 BOCC Strategic Plan's performance period, 90% of its strategic results will be completed.
   6. By 12/31/2021, 75% of respondents to the biennial Citizen Survey will state that the public information services provided by Gunnison County government are good or excellent.
3. **Professional Development**
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 established milestones.
   1. Ongoing, 85% of administrative-department managers and supervisors will have successfully completed the Leadership Academy course (new hires within two years of hire or promotion).
   2. By January 1, 2021, the County will create a plan for refresher and/or higher-level training for administrative-department managers and supervisors.
   3. By January 1, 2019, 95% of managers will successfully utilize the County's electronic performance management system to meet established milestones.
      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.
      b) Enable employees to actively manage their own performance through data collection, and frequent journaling, where appropriate, with their supervisors.
      c) Provide mid-year feedback sessions and annual performance reviews and ratings according to the timelines and process guidelines established by the County.
   4. Annually, respondents to the annual Employee Survey respondents will report that they "strongly agree" or "somewhat agree" with the following statements.
      a) 85% would recommend working for Gunnison County someone who asks.
      b) 85% think that Gunnison County is a good overall employer.
      c) 90% are satisfied with their jobs.
   5. By January 1, 2021, 100% of administrative-department employees under the direction of active Performance Improvement Plans and/or any level of Disciplinary Action make all required performance changes within the established timelines, and/or make immediate conduct corrections as specified--or are separated from the organization according to the policies set by the County.
4. **Information Management**
   1. By January 1, 2018, 95% of directors and program managers will have completed training on accounting and auditing services.
   2. Gunnison County will provide clear direction to the public and the organization, as evidenced by the established milestones.
      a) By December 31, 2020, 65% of all current policy documents (resolutions, ordinances and policies) will be reviewed to ensure that they legally and accurately reflect current practices and requirements.
      b) By June 30, 2022, the County will produce a consolidated internal policy manual/document.
      c) By December 31, 2022, the County will produce a consolidated public policy manual/document that is accessible via the County website.

Program / Activity Structure

County Manager

- Board Support
- Executive Management
- Communications

Finance Program

- Accounting and Auditing
- Planning and Analysis
- Risk Management

Human Resource Services

- Human Resource Services

Administration Performance (Jan-20)

Gunnison County

County Manager Program

Friday, February 7th 2020, 10:30:48 am

County Manager

County Manager Program

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

- ↓ 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.
- ↑ Percentage of departmental programs that measure results for customers.
- ↑ Percentage of departments using strategic business plans and performance information to manage the delivery of services.
- ↓ Percentage of respondents to the biennial Citizen Survey who state that the public information services provided by Gunnison County government are good or excellent.
- ↑ Percentage of public policies reviewed annually to ensure that they legally and accurately reflect current practices and requirements.
- ↑ Percentage of internal policies reviewed annually to ensure that they legally and accurately reflect current practices and requirements.

Performance Narrative

The County Manager program is performing very well, with 66.7% of program key results achieving as expected or better results. Please see the detail pages for more information about any metrics that are performing below expectation.

Activity Report

County Manager Program

Activities	Measures	Analysis
Board Support	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.	The Board Support Activity is performing well with only two metrics performing lower than expected. (See the detail page for more information.)
	Percentage of Board respondents report that they receive the information they need to respond in a timely manner to constituent concerns	
	Percentage of Board respondents report that they receive the information they need to make policy decisions	
	Percentage of Board respondents report that they have the information and support they need to represent their constituents	
	Percentage of Board respondents report that they receive the performance information necessary to evaluate the effectiveness of County programs	
	Percentage of approved BOCC minutes available to the public within 30 days of a meeting.	
	Number of department strategic updates to the BOCC	
	Number of results monitored in the BOCC plan	
	Number of department strategic updates expected to be provided to the BOCC	
	Number of results expected to be monitored in the BOCC plan	
Executive Management	Percentage of department strategic results achieved by their target dates.	The Executive Management Activity continues to run well, with one area identified for improvement. (See the detail page for more information.)
	Percentage of departmental programs that measure results for customers.	
	Percentage of departments using strategic business plans and performance information to manage the delivery of services.	
	Number of departmental key results monitored	
	Number of strategic business plan approval decisions provided	
	Number of departmental key results expected to be monitored	
	Number of strategic business plan approval decisions expected to be required	
Communications	Percentage of respondents to the biennial Citizen Survey who state that the public information services provided by Gunnison County government are good or excellent.	The Communications Activity continues to perform well, with only one exception. (See the detail page for more information.)
	Percentage of employee survey respondents report that they are familiar with the Gunnison County Strategic Plan	

Activities	Measures	Analysis
	Percentage of public policies reviewed annually to ensure that they legally and accurately reflect current practices and requirements.	
	Percentage of internal policies reviewed annually to ensure that they legally and accurately reflect current practices and requirements.	
	Number of public news releases provided	
	Number of organizational news bulletins provided	
	Number of public policies updated, confirmed or rescinded	
	Number of internal policies updated, confirmed or rescinded	
	Number of social media accounts requiring management	
	Number of organizational news bulletins expected to be required	
	Number of public policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements	
	Number of internal policies expected to be reviewed annually to ensure that they legally and accurately reflect current practices and requirements	

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.

County Manager Program

Owner

Matthew Birnie (Administration)

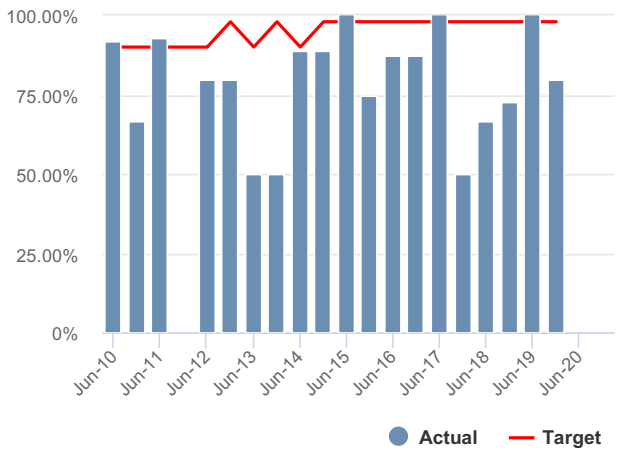
Collaborators

- BB Beth Baker (Community & Economic Development)
- David Baumgarten (Attorney)
- JC John Cattles (Facilities & Grounds)
- Marlene Crosby (Public Works)
- JF John Felix (Information Technology)
- RL Rick Lamport (Airport)
- CP Cathie Pagano (Community & Economic Development)
- MP Mike Pelletier (Geographic Information Services)
- JR Joni Reynolds (Health & Human Services)
- MW Margaret Wacker (Health & Human Services)

Activities

Board Support
County Manager Program

Percentage 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



Analysis

Dec-19

As of 12/31/2019, a total of four strategic results were due. They were:

1. D1 - By December 31, 2019, the perception of at least 50% of respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.
2. D2A - By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by sufficient infrastructure in the Gunnison valley is in place and ready for connectivity to future sources of additional and/or redundant bandwidth, as these sources become available.
3. D2B - By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by access to the Region 10 network is available for local Internet Service Providers to purchase additional bandwidth if desired.
4. D2C - By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by continue to pursue other options for redundancy wherever possible and practical.

Results D2A, D2B and D2C were completed; D1 was not.

Recommendations

Dec-19

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

County Manager Program

Owner

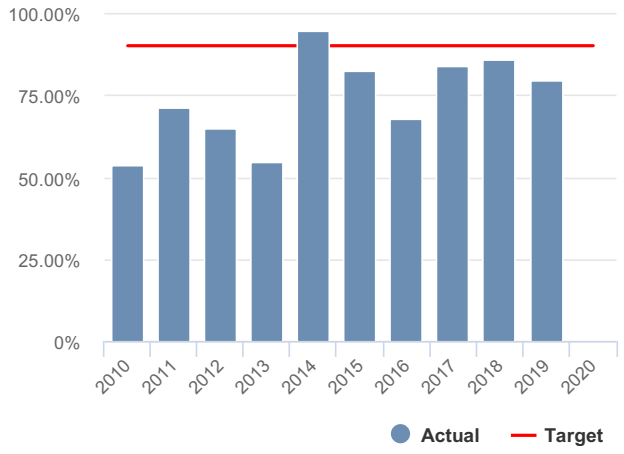
Elizabeth Mense (Administration)

Collaborators

Activities

Board Support
County Manager Program

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



Analysis

2019

This metric has not achieved the goal of 90% or better since 2014. In 2019, it achieved only 79.41%.

Factors impacting this dip in performance are:

- Meeting Length. Lengthier meeting documents require more time for staff to assemble. This, of course, is dictated by the agenda and necessary conversations.
- Meeting Schedules. At times, the BOCC's meeting schedule is problematic in that scheduled meetings may fall outside of the 30-day range. This is especially problematic when scheduled meetings are cancelled.

Recommendations

2019

Percentage of department strategic results achieved by their target dates.

County Manager Program

Owner

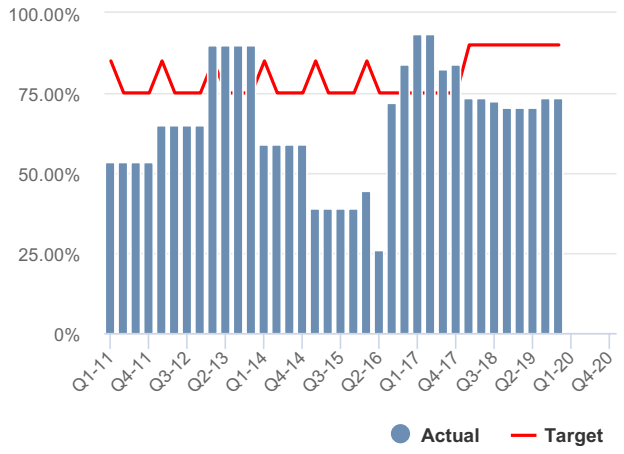
Matthew Birnie (Administration)

Collaborators

Activities

Executive Management
County Manager Program

Percentage of department strategic results are achieved by their target dates



Analysis

Q4-19

The percentage of department strategic results achieved by their target date is performing at 73.42%, which is short of the 90% goal. This can often be explained by the existence of metrics that aren't specific enough to be measured, but it can also be explained by the existence of metrics with unattainable goals. Attention will be placed on this metric in CY 2020 to maintain a SMART (Specific, Measurable, Achievable, Relevant, Time-based) performance management system.

Recommendations

Q4-19

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

County Manager Program

Owner

Katherine Haase (Administration)

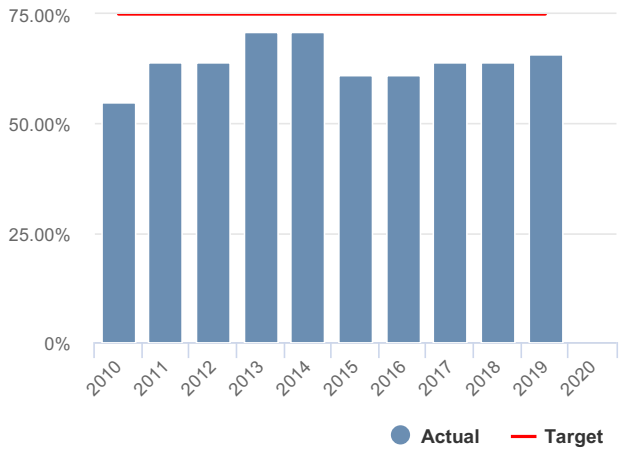
Collaborators

- Leah Celania (Administration)
- Kellie Cheever
- Diane Folowell
- Bobbie Lucero (Emergency Management)
- Elizabeth Mense (Administration)
- Scott Morrill (Emergency Management)
- Robbi Murdie
- Cheryl Seling (Administration)
- Kathy Simillion (Clerk & Recorder's Office)
- Scott Spitzmiller
- Alexander Whitney
- Stephanie Williams (Airport)

Activities

Communications
County Manager Program

Number of strategic business plan approval decisions expected to be required



Analysis

2019

We established a goal of 75% who will rate our public information services as either good or excellent. However, we have averaged only 63.3% since we began collecting data in 2009. Our best performance was 71% (2013/2014 survey), our lowest was 55% (2009/2010 survey), and our most recent (2019/2020 survey) was 66%.

Recommendations

2019

Maintain the current goal.

Administration Performance (Jan-20)

Gunnison County

Finance Program

Friday, February 7th 2020, 10:31:12 am

Finance Program

Finance Program

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

- Percentage of program expenditures that do not exceed revenues.
- Percentage of policy and budget decisions supported by multi-year, scenario-based planning tools.
- Percentage of reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment.
- 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

Our first Key Result is related to the percentage of program expenditures that do not exceed revenues. Our target is 95% and we expect to reach that percentage for 2019, but won't have final numbers until we have closed the year. In 2019 we had 59 programs, requiring at least 56 to comply to reach or target. In 2018 we improved our performance, reaching 94.8% compared to 91.2% in 2017.

Our 2019 result for percentage of policy and budget decisions that are supported by multi-year, scenario-based planning tools was 93.8% compared to our target of 100%. Our Capital Improvement Plan captures projects requested during the upcoming 5-year period and is reviewed prior to budget preparation each year, so all decisions related to those projects are within this criteria. Although all policy and budget decisions are routed through Finance for comment, some are not supported by multi-year, scenario-based reports. We have converted several Finance functions to a new financial software package that has scenario planning options. This performance goal will be supported by the new software tools moving forward.

For the Key Result related to the percentage of reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment. We obtained an 8.74% average percent reduction for the 5-year period ending 12/31/2019. This is well above our target of 5%. 2016 was a very good year with only 34% reaching medical treatment, 2017, 2018 and 2019 were 54%, 61% and 47% respectively. The annual swings vary from 91% savings to 35% increase, this measure is averaged over a 5-year period to show the trend.

Gunnison County will save approximately $130,930 in premiums in exchange for paying the first $100,000 on each property or liability claim in 2019. The actuarial estimate that Gunnison County will pay this year on claims is $52,041, so the estimated savings to Gunnison County due to partially self-funding is $78,889 in 2019. 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.

Activity Report

Finance Program

Activities	Measures	Analysis
Accounting and Auditing Linda Nienhueser (Administration)	Percentage of program expenditures that do not exceed revenues.	
	Percentage of vendor payments are delivered within 45 days	
	Percentage of outstanding balances due are collected within billing criteria	
	Percentage of account reclassifications are entered within one month of the original general ledger posting date	
	Number of vendor payments provided	
	Number of programs monitored	
	Number of account reclassifications entered	
	Number of vendor payments expected to be required	
	Number of programs which require monitoring	
	Number of account reclassifications expected to be entered	
	Total activity cost is less than 1.5% of current year net budgeted expenditures, excluding Gunnison Valley Health Fund	
Planning and Analysis	Percentage of policy and budget decisions supported by multi-year, scenario-based planning tools.	
	Number of 27 GFOA Budget Excellence Award categories met, as per peer review; and	
	Receive Special Performance Measure Recognition through the GFOA Distinguished Budget Presentation Awards Program, as per peer review	
	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.	
	Percentage of program managers report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate	
	Percentage 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	
	Percentage of Board members report that they are very satisfied or satisfied that fiscal impact tools were user-friendly, clear and easy to understand	
	Percentage of Board members report that they are very satisfied or satisfied that fiscal impact tools provided information that appeared to be complete and accurate	

Activities	Measures	Analysis
	Percentage of Board members report that they are very satisfied or satisfied that fiscal impact tools helped them make informed policy decisions	
	Percentage of program managers report that they are very satisfied or satisfied that budget preparation services were user-friendly, clear and easy to understand	
	Percentage of program managers report that they are very satisfied or satisfied that budget preparation services provided information that appeared to be complete and accurate	
	Percentage of program managers report that they are very satisfied or satisfied that budget preparation services helped them make an effective budget presentation	
	Number of Board briefings provided.	
	Number of 3+ year financial notes provided.	
	Number of Board briefings expected to be provided	
	Number of 3+ year financial notes expected to be required.	
	Expense per program provided Planning and Analysis services.	
Risk Management	Percentage of reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment.	
	Percentage of cost savings as calculated by value of variance between annual actuarial reserve amount vs. actual claim cost for Casualty and Property Claims.	
	Minimum available resources in the Health Insurance Fund	
	Number of Workers Compensation claims managed	
	Number of health insurance plan recommendations	
	Number of property/liability insurance claims managed	
	Number of Workers Compensation claims expected to be filed	
	Number of health insurance plan recommendations expected.	
	Number of property/liability insurance claims expected to be managed	

Percentage of program expenditures that do not exceed revenues.

Finance Program

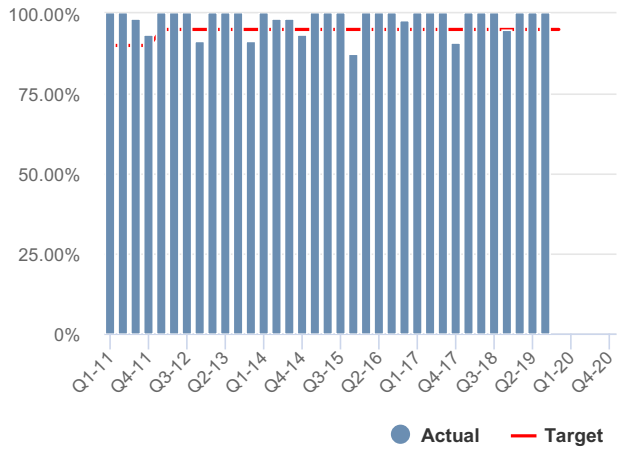
Owner

Collaborators

Activities

Accounting and Auditing
Finance Program

Percentage of program expenditures do not exceed revenues



Analysis

Q4-19

Our first Key Result is related to the percentage of program expenditures that do not exceed revenues. Our target is 95% and we expect to reach that percentage for 2019 but won't have final numbers until we have closed the year. In 2019 we had 59 programs, requiring at least 56 to comply to reach or target. In 2018 we improved our performance, reaching 94.8% compared to 91.2% in 2017.

Recommendations

Q4-19

Percentage of vendor payments are delivered within 45 days

Finance Program

Home Scorecard Activities Measures

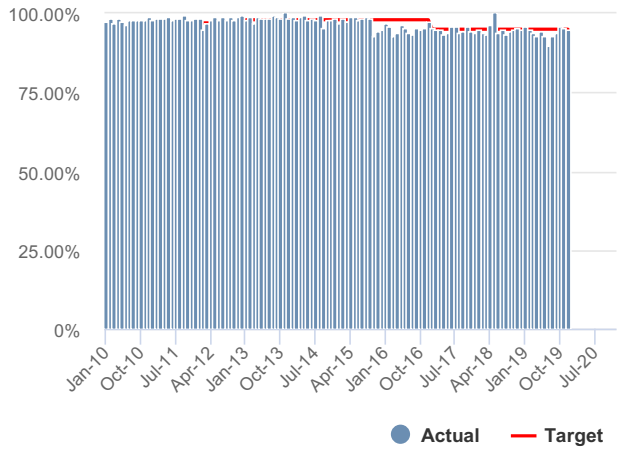
Owner

Collaborators

Activities

Accounting and Auditing
Finance Program

Percentage of vendor payments are delivered within 45 days



Analysis

Jan-20

Recommendations

Jan-20

Percentage of account reclassifications are entered within one month of the original general ledger posting date

Finance Program

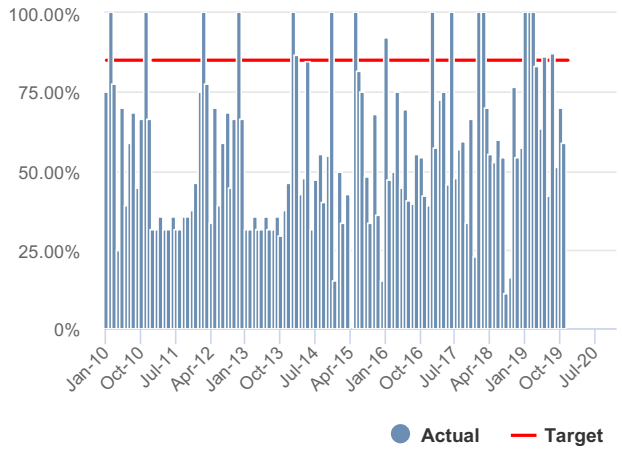
Owner

Collaborators

Activities

Accounting and Auditing
Finance Program

Percentage of account reclassifications are entered within one month of the original general ledger posting date



Analysis

Jan-20

Recommendations

Jan-20

Number of vendor payments provided

Finance Program

Home Scorecard Activities Measures

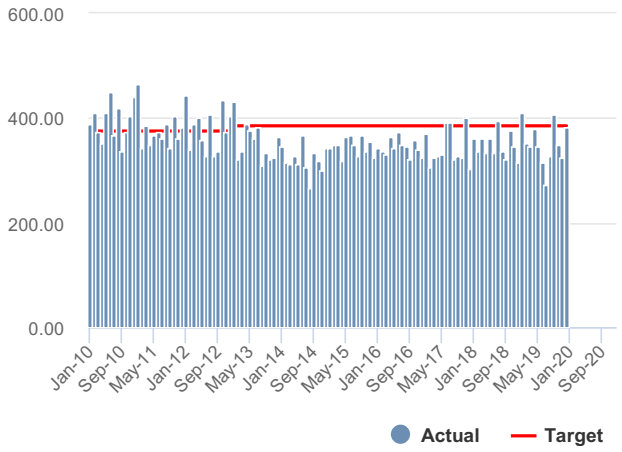
Owner

Collaborators

Activities

Accounting and Auditing
Finance Program

Number of vendor payments provided



Analysis

Jan-20

Recommendations

Jan-20

Number of account reclassifications entered

Finance Program

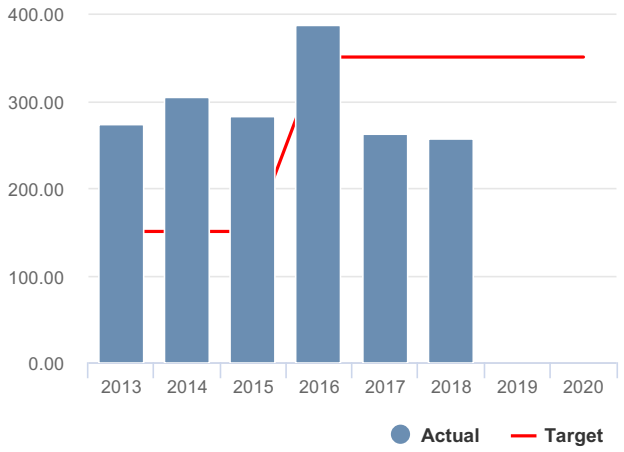
Owner

Collaborators

Activities

Accounting and Auditing
Finance Program

Number of account reclassifications entered



Analysis

2019

Recommendations

2019

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

Finance Program

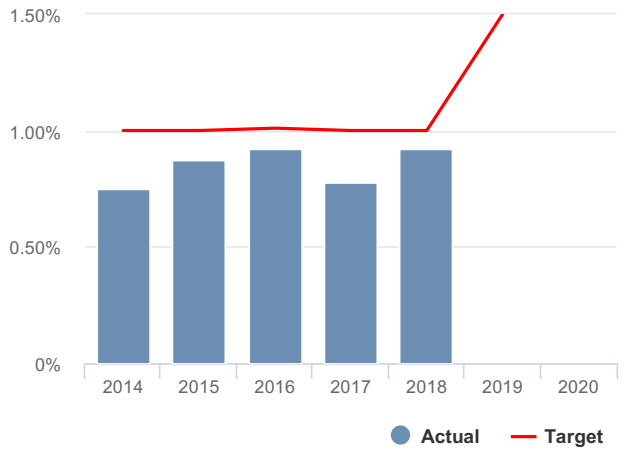
Owner

Collaborators

Activities

Accounting and Auditing
Finance Program

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



Analysis

2019

Recommendations

2019

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

Finance Program

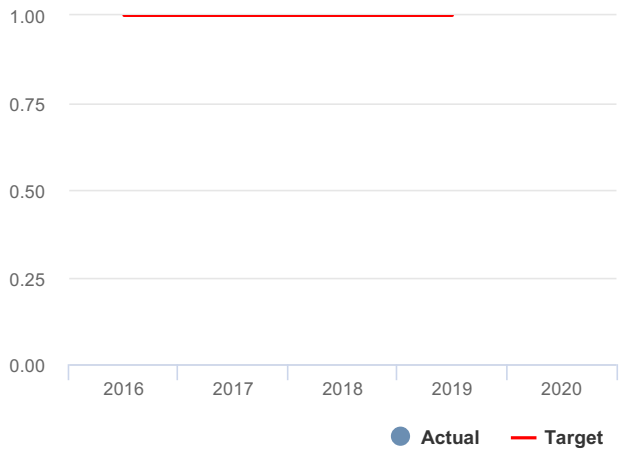
Owner

Collaborators

Activities

Planning and Analysis
Finance Program

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



Analysis

2019

Recommendations

2019

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.

Finance Program

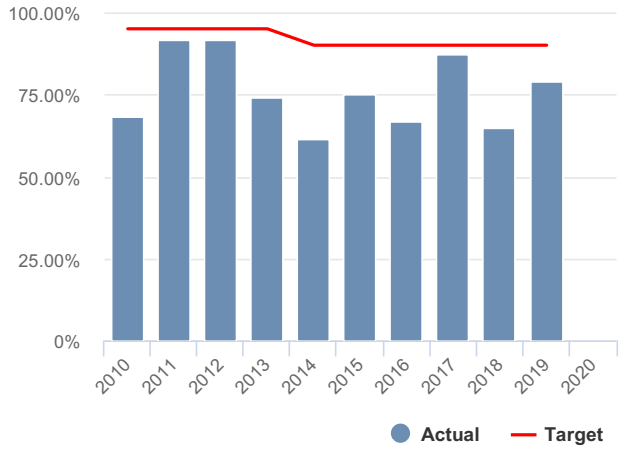
Owner

Collaborators

Activities

Planning and Analysis
Finance Program

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



Analysis

2019

Recommendations

2019

Number of 3+ year financial notes provided.

Finance Program

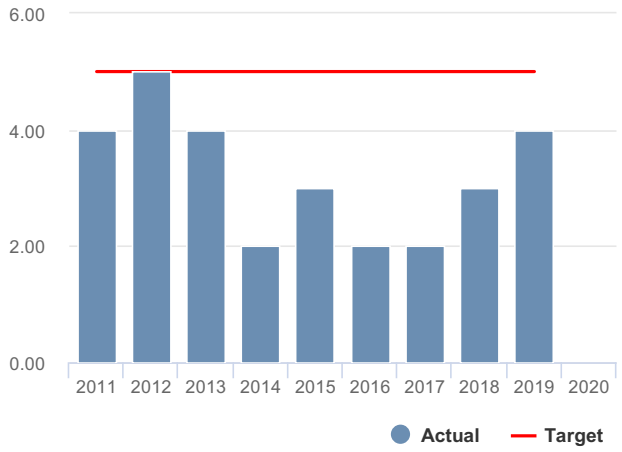
Owner

Collaborators

Activities

Planning and Analysis
Finance Program

Number of 3+ year financial notes



Analysis

2019

Recommendations

2019

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

Finance Program

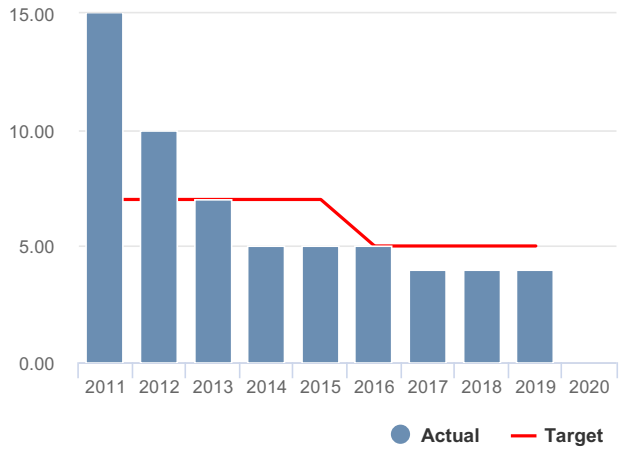
Owner

Collaborators

Activities

Planning and Analysis
Finance Program

Number of 3+ year financial notes expected to be required



Analysis

2019

Recommendations

2019

Expense per program provided Planning and Analysis services.

Finance Program

Home Scorecard Activities Measures

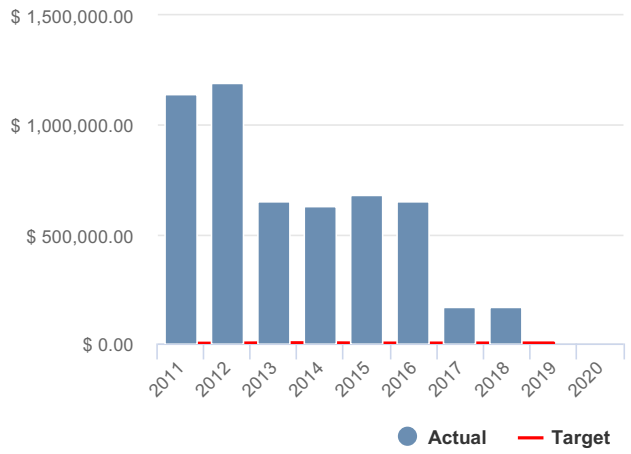
Owner

Collaborators

Activities

Planning and Analysis
Finance Program

Expense per program provided Planning and Analysis services



Analysis

2019

Recommendations

2019

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

Finance Program

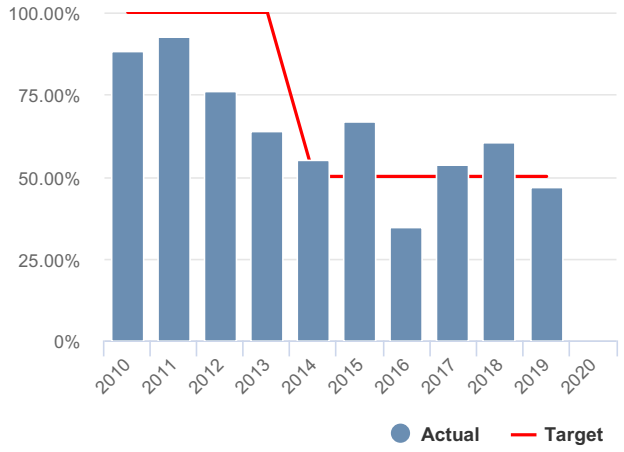
Owner

Collaborators

Activities

Risk Management
Finance Program

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



Analysis

2019

For the Key Result related to the percentage of reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment. We obtained an 8.74% average percent reduction for the 5-year period ending 12/31/2019. This is well above our target of 5%. 2016 was a very good year with only 34% reaching medical treatment, 2017, 2018 and 2019 were 54%, 61% and 47% respectively. The annual swings vary from 91% savings to 35% increase, this measure is averaged over a 5-year period to show the trend.

Recommendations

2019

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

Finance Program

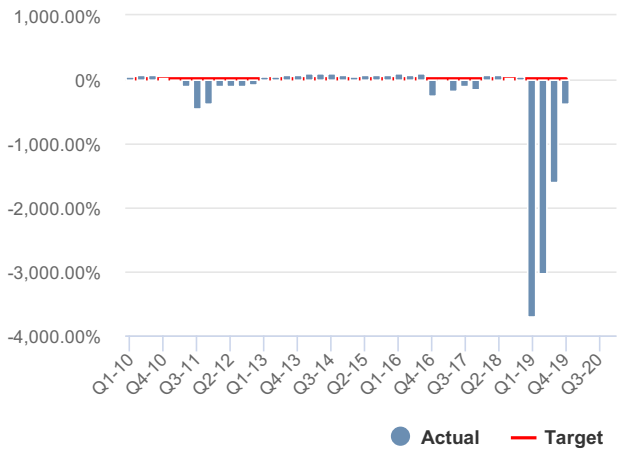
Owner

Collaborators

Activities

Risk Management
Finance Program

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



Analysis

Q4-19

Gunnison County will save approximately $130,930 in premiums in exchange for paying the first $100,000 on each property or liability claim in 2019. The actuarial estimate that Gunnison County will pay this year on claims is $52,041, so the estimated savings to Gunnison County due to partially self-funding is $78,889 in 2019. 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.

Recommendations

Q4-19

Minimum available resources in the Health Insurance Fund

Finance Program

Home Scorecard Activities Measures

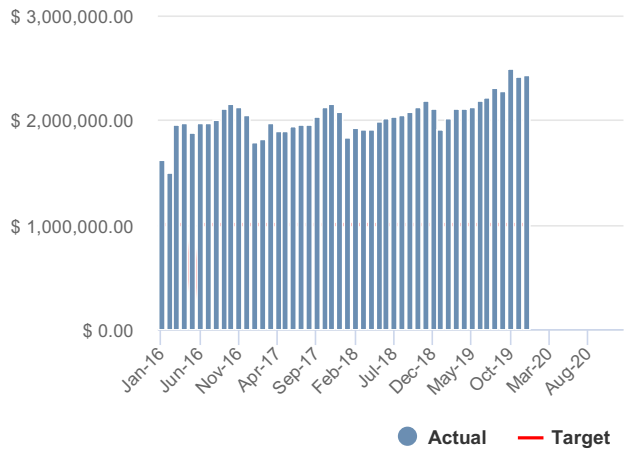
Owner

Collaborators

Activities

Risk Management
Finance Program

Minimum available resources in the Health Insurance Fund



Analysis

Jan-20

Recommendations

Jan-20

Number of property/liability insurance claims managed

Finance Program

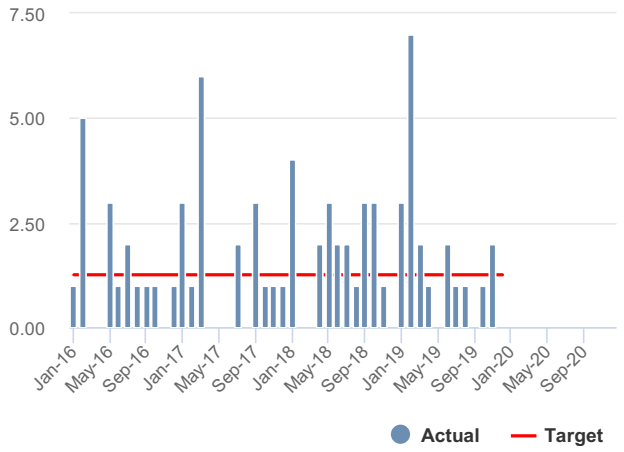
Owner

Collaborators

Activities

Risk Management
Finance Program

Number of property/liability insurance claims managed



Analysis

Jan-20

Recommendations

Jan-20

Administration Performance (Jan-20)

Gunnison County

Human Resource Services Program

Friday, February 7th 2020, 10:32:05 am

Human Resource Services

Human Resource Services Program

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

- ↓ Minimum employee retention rate.
- ↓ Percentage of respondents to the annual employee survey who state that benefits administration services are excellent or good.
- ↑ Percentage 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
- ↑ Percentage of respondents to the annual employee survey strongly agree or somewhat agree that they would recommend working for Gunnison County to someone who asks
- ↑ Percentage of respondents to the annual employee survey strongly agree or somewhat agree that they are satisfied with their jobs
- ↑ Percentage of respondents to the annual employee survey who strongly agree or somewhat agree that Gunnison County is a good overall employer.
- ↑ 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.
- ↑ Percentage of respondents to the annual employee survey who state that recruitment assistance services from HR are excellent or good.

Performance Narrative

Activity Report

Human Resource Services Program

Activities	Measures	Analysis
Human Resource Services	Minimum employee retention rate.	
	Employee Retention Rate (administrative departments)	
	Employee Retention Rate (elected offices)	
	Employee Turnover Rate (administrative departments)	
	Employee Turnover Rate (elected offices)	
	Number of new compensation classifications reviewed.	
	Percentage of compensation classifications reviewed every 3 years to ensure departments remain competitive and are able to hire and retain high-performers.	
	Maximum annual increase, averaged over the previous five years, in medical insurance premiums.	
	Percentage of employees who take advantage of their preventative health care benefits.	
	Percentage of respondents to the annual employee survey who state that benefits administration services are excellent or good.	
	Percentage 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	
	Percentage of respondents to the annual employee survey strongly agree or somewhat agree that they would recommend working for Gunnison County to someone who asks	
	Percentage of respondents to the annual employee survey strongly agree or somewhat agree that they are satisfied with their jobs	
	Percentage of respondents to the annual employee survey who strongly agree or somewhat agree that Gunnison County is a good overall employer.	
	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.	
	Percentage of employees who give and/or receive annual performance evaluation have been trained on the use of the MFR People system.	
	Number of recruitments	
	Percentage of respondents to the annual employee survey who state that recruitment assistance services from HR are excellent or good.	

Activities	Measures	Analysis
	Number of new-employee group on-boarding presentations.	
	Number of new-employee group on-boarding presentations expected to be requested.	
	Number of Leadership Academy training sessions provided.	
	Number of Leadership Academy training sessions expected to be provided.	
	Number of Leadership Academy refresher training sessions provided.	
	Number of Leadership Academy refresher training sessions expected to be requested.	
	Percentage of employees trained to use the County's electronic performance management program.	
	Percentage of employee performance reviews conducted via the County's electronic performance management system.	

Minimum employee retention rate.

Human Resource Services Program

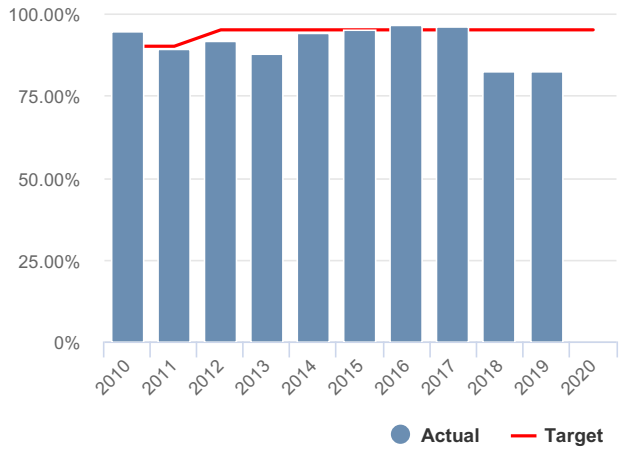
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Percentage of retention rate or higher



Analysis

2019

If the percentage of retained employees who are fully trained and work with little supervision remains at 95% or above, departments can provide more efficient quality service to their customers.

The percentage of retained employees will be focused on administrative departments only going forward.

Recommendations

2019

Employee Retention Rate (administrative departments)

Human Resource Services Program

Home Scorecard Activities Measures

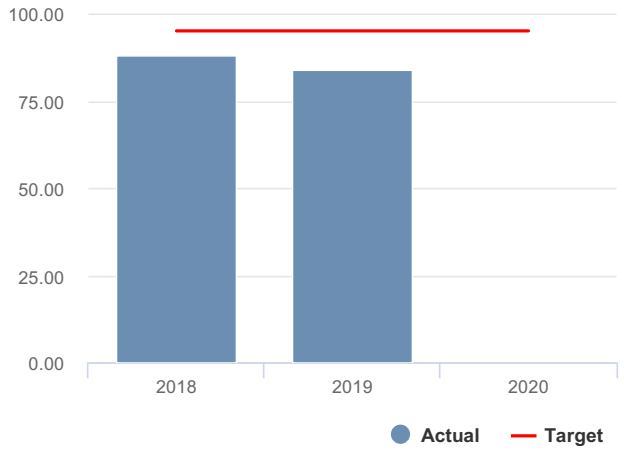
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Employee Retention Rate (administrative departments)



Analysis

2019

Recommendations

2019

Employee Retention Rate (elected offices)

Human Resource Services Program

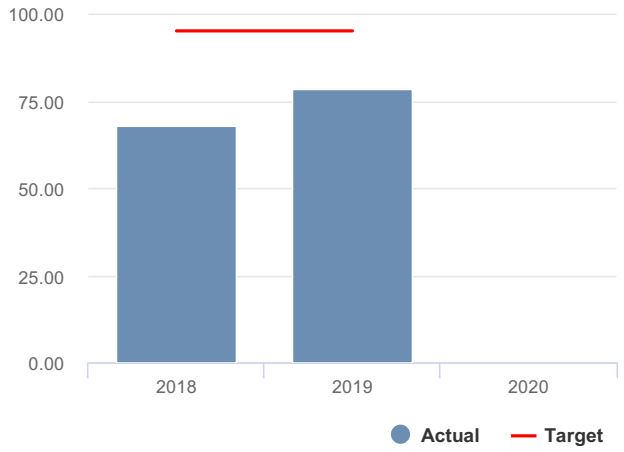
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Employee Retention Rate (elected offices)



Analysis

2019

Recommendations

2019

Employee Turnover Rate (administrative departments)

Human Resource Services Program

Home Scorecard Activities Measures

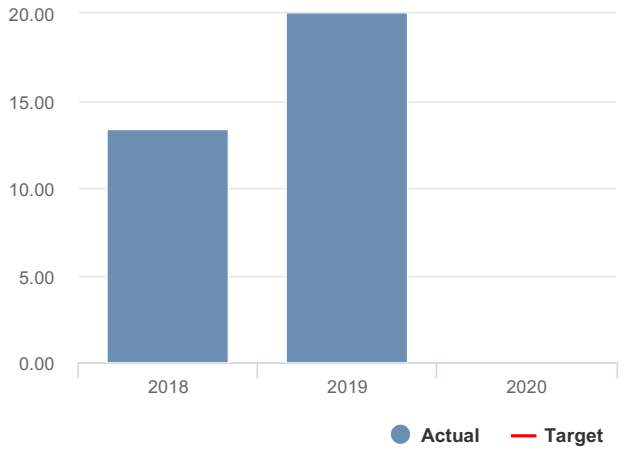
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Employee Turnover Rate (administrative departments)



Analysis

2019

Recommendations

2019

Employee Turnover Rate (elected offices)

Human Resource Services Program

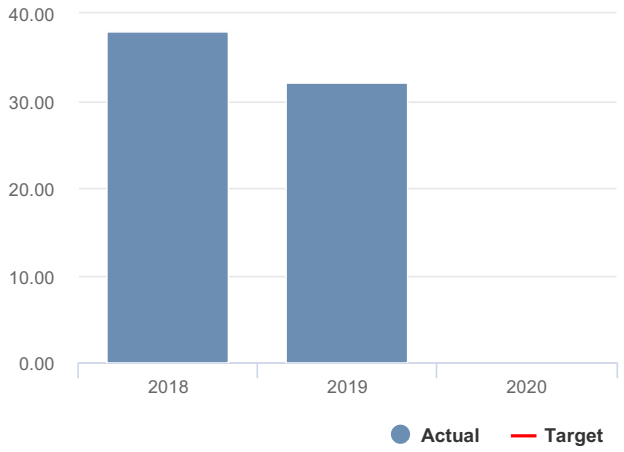
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Employee Turnover Rate (elected offices)



Analysis

2019

Recommendations

2019

Number of new compensation classifications reviewed.

Human Resource Services Program

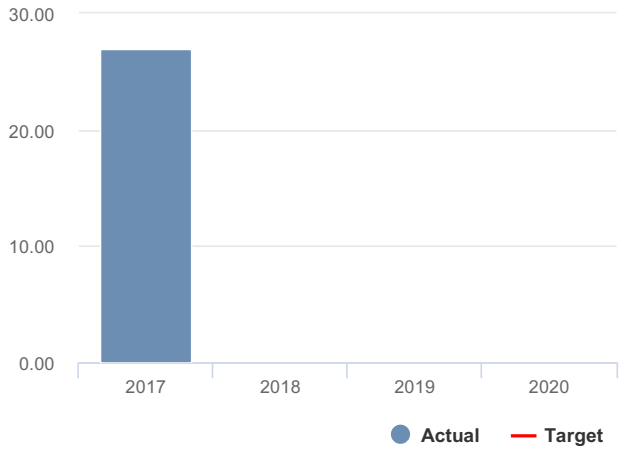
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Number of new compensation classifications reviewed



Analysis

2019

Recommendations

2019

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

Human Resource Services Program

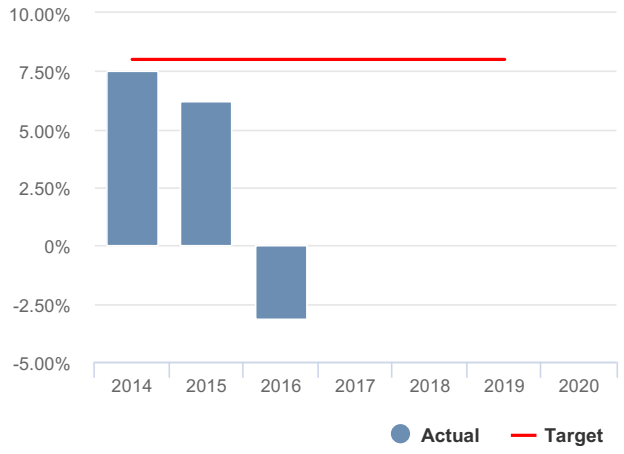
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Percentage of maximum annual increase, averaged over the previous five years, in medical insurance premiums



Analysis

2019

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

The 2019 projection related to medical insurance premiums anticipates a cost savings to both the County and the employees' out-of-pocket medical expenses with the adoption of ELAP Services. ELAP Services began reviewing all claims (facilities and physician/providers) beginning January 1, 2019. Summarized monthly claims activity data has shown significant savings in order to pass the savings on to the employee in some method.

Effective January 1, 2020, the County's health care insurance provider is Group & Pension Administrators (GPA). The changes to the Third Party Administrator seeks to provide better health care administrative services to both County benefits administration and the participating members on the Gunnison County offered health care insurance plans.

Recommendations

2019

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

Human Resource Services Program

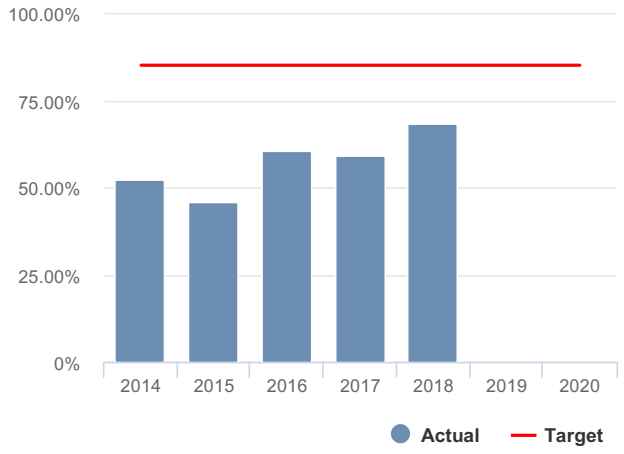
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

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



Analysis

2019

The 2019 total will not be available until all claims have run through and are closed as of 12/31/2019.

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. Annual measured results remain consistent and with persistent education and communication, along with our new Third Party Administrator (GPA) for preventive health care claims, we hope to expect those results to improve to reach our goal of 85%.

Recommendations

2019

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

Human Resource Services Program

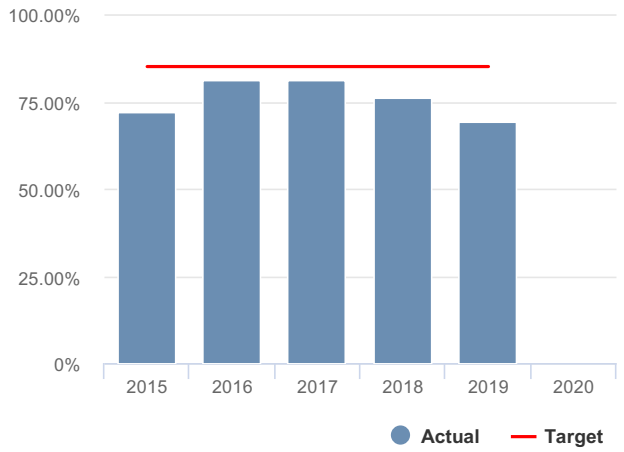
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

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



Analysis

2019

Recommendations

2019

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

Human Resource Services Program

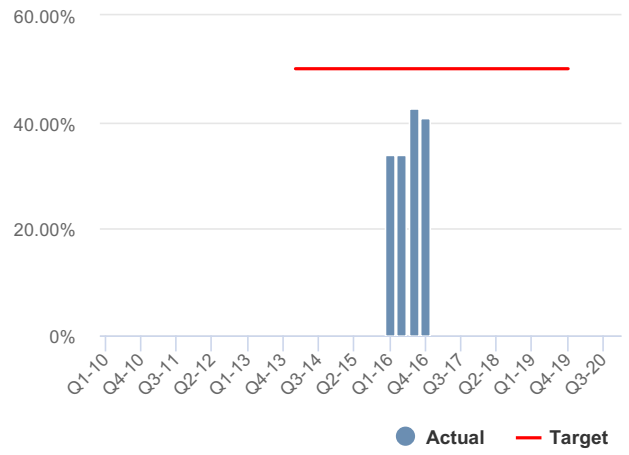
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

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



Analysis

Q4-19

Recommendations

Q4-19

Number of recruitments

Human Resource Services Program

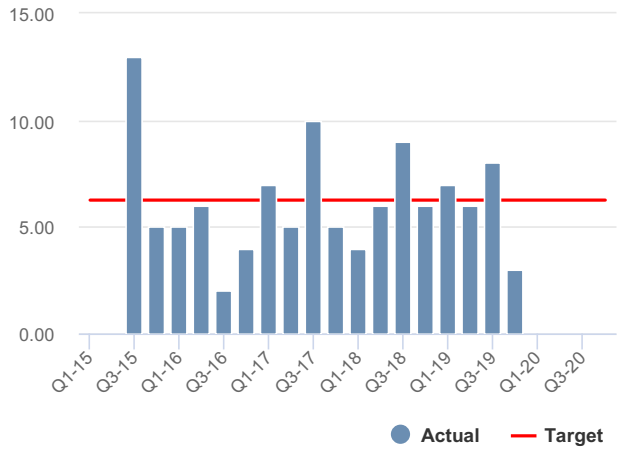
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Number of recruitments



Analysis

Q4-19

The percentage of open positon that receive five or more qualified applicants remain 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.

Recommendations

Q4-19

Number of new-employee group on-boarding presentations.

Human Resource Services Program

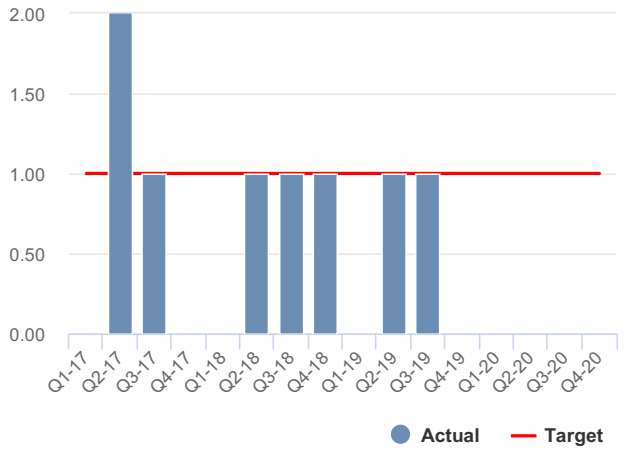
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Number of new-employee group on-boarding presentations



Analysis

Q4-19

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 all of our department leaders as well. Each session covers the County's Strategic Business Plan, and resources available to all employees in Human Resources, Finance, IT and Emergency Preparedness. The highlight of each session includes individual department leaders introducing themselves and providing an overview of their department structure and customers serviced throughout the community.

Recommendations

Q4-19

Number of Leadership Academy training sessions expected to be provided.

Human Resource Services Program

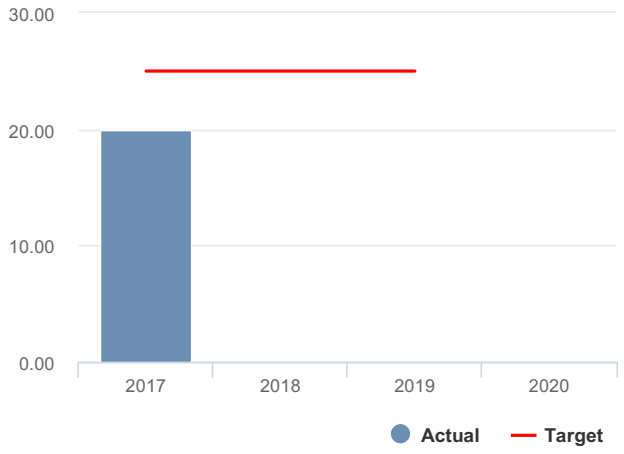
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Number of Leadership Academy training sessions expected to be provided



Analysis

2019

Recommendations

2019

Number of Leadership Academy refresher training sessions provided.

Human Resource Services Program

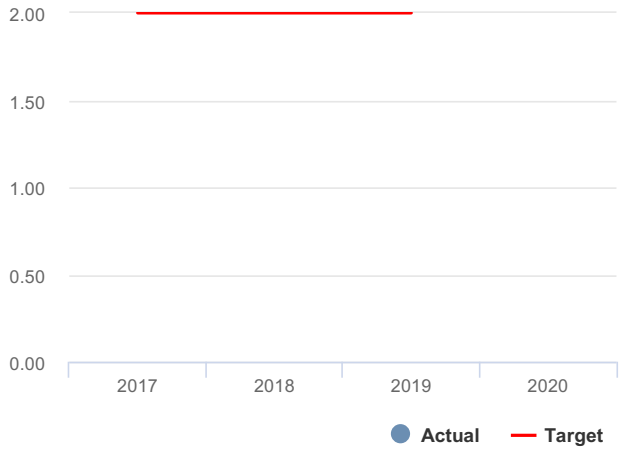
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Number of Leadership Academy refresher training sessions provided



Analysis

2019

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.

Recommendations

2019

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

Human Resource Services Program

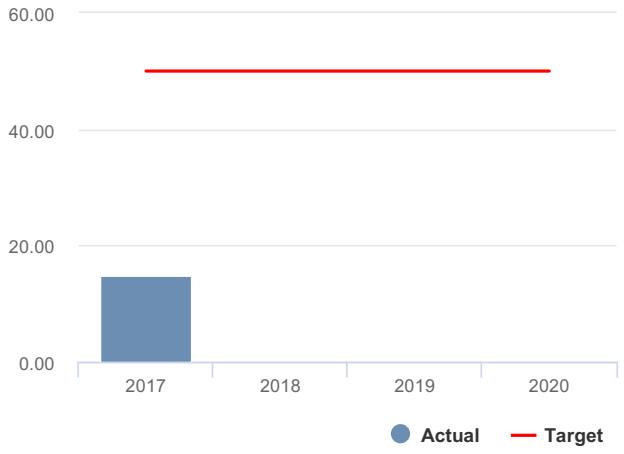
Owner

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Number of Leadership Academy refresher training sessions expected to be requested



Analysis

2019

Recommendations

2019

Percentage of employees trained to use the County's electronic performance management program.

Human Resource Services Program

Owner

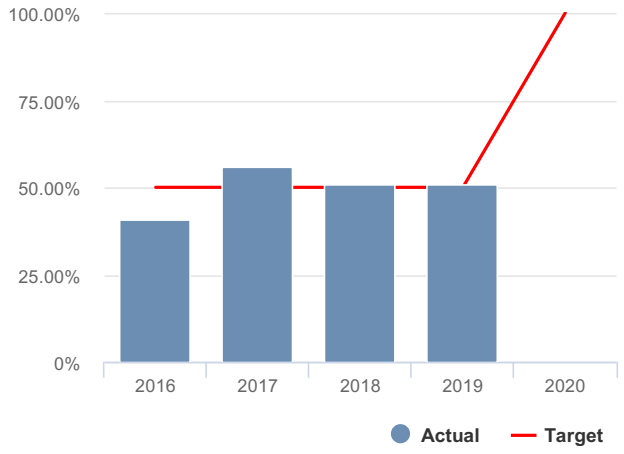
Katherine Haase (Administration)

Collaborators

Activities

Human Resource Services
Human Resource Services Program

Percentage of employees trained to use the County's electronic performance management program.



Analysis

2019

Recommendations

2019

Percentage of employee performance reviews conducted via the County's electronic performance management system.

Human Resource Services Program

Owner

Matthew Birnie (Administration)

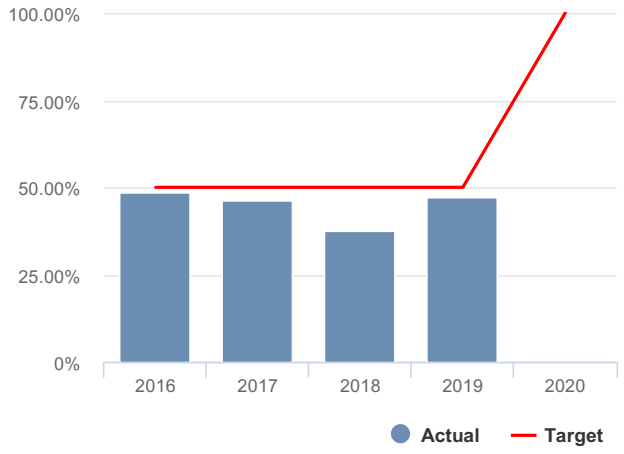
Collaborators

Katherine Haase (Administration)
Cheryl Seling (Administration)

Activities

Human Resource Services
Human Resource Services Program

Percentage of of employee performance reviews are conducted via MFR People



Analysis

2019

Numbers are recorded based on the total number of annual employee performance reviews completed compared to the number of annual performance evaluations completed using the MFR People system. Improved results are expected with the County's new ClearPoint Strategy system for employee annual performance evaluations.

Recommendations

2019