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 reports.

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\mbirnie Discharge Date: 11/8/2017

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

Agenda Date: 11/21/2017

Revised April 2015

Gunnison County – Managing for Results

Strategic Business Plan
Administration Department
Updated February 22, 2017

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: • 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.

Department 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: • By the end of 2016, Municast software will be deployed with General funds data entered; • By the July 1, 2017, Municast software will be deployed with Sales Tax funds data entered; • By July 1, 2017, budget and policy decisions will be supported by multi-year scenario-based planning tools; and • By July 1, 2017, the County will adopt a five-year financial plan. 2. MANAGING FOR RESULTS By the end of 2018, Managing for Results will result in performance-informed decision-making, as indicated by: • 85% of departmental programs will be measured in terms of results for customers; • 75% of respondents to the biennial Citizen Survey will state that the public information services provided by Gunnison County government are good or excellent; • 100% of County departments will be using Strategic Business Plans and performance information to manage the delivery of services; • 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 • 75% of department strategic results will be achieved by their target dates. 3. PROFESSIONAL MANAGEMENT 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: • By January 1, 2018, 100% of managers and supervisors will have successfully completed the Leadership Academy course within two years of hire or promotion; • By January 1, 2018, the County will create a plan for refresher and/or higher-level training for managers and supervisors; • By January 1, 2018, 95% of managers successfully utilize *MFR People* to: 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; and c) Provide mid-year feedback sessions and annual performance reviews and ratings according to the timelines and process guidelines established by the County. • By March 1, 2018, 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; and c) 90% are satisfied with their jobs. • 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

	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 • By February 20, 2017, a Request for Proposals will be issued; • By March 31, 2017, solicited proposals for an integrated Human Resources and financial management system will be received; • By January 1, 2018, an integrated Human Resources and financial management system will begin to be implemented; • By January 1, 2018, 95% of directors and program managers will have completed training on accounting and auditing services; and • Gunnison County will provide clear direction to the public and the organization, as evidenced by: 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; b) By June 30, 2020, the County will produce a consolidated internal policy manual/document; and 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 Finance / Planning and Analysis Finance / Risk Management County Manager / Board Support County Manager / Executive Management County Manager / Communications Human Resource Services / Human Resource Services

Program	**Finance**
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; • 5% reduction in number of annual Workers Comp claims filed, averaged over the previous five years, that reach the level of medical treatment; • 90% of programs' expenditures do not exceed revenues; and • 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) • Audit Reports • Vendor Payments • Cash Monitoring Actions • Monthly Revenue/Expense Reports • Grant Quarterly/Monthly Reports

	• Payroll Checks • Human Services Reports • Indirect Cost Proposals • Reimbursement Requests • Cost Allocation Plan • CAFR Financial Reports • Compliance Reports • Department Information Inquiry Responses • Department Information Reports • Grant/Loan Applications (Financial Component) • Technical Assistance / Consultation Sessions • General Ledger Entries
Activity Performance Measures (Measure & Target)	Result Measures: • 90% of program expenditures do not exceed revenues; • 95% of vendor payments are delivered within 45 days; • 90% of outstanding balances due are collected within billing criteria; and • 70% of account reclassifications are entered within one month of the original general ledger posting date. Output Measures: • 4,620 vendor payments provided; • 60 programs monitored; and • 350 account reclassifications entered. Demand Measures: • 4,620 vendor payments expected to be required; • 60 programs which require monitoring; and • 375 account reclassifications expected to be entered. Efficiency Measures: • 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 • Approved Budget • Capital Improvement Plan • Financing Options • 3+ Year Financial Notes • Agenda Item Review Financial Notes • Financial Forecasts • Sales Tax Analyses • Budget Preparation Manual • Technical Assistance / Consultation Sessions • Salary and Compensation Worksheet • Allocated Costs Worksheets • Department Budget Presentation Sessions • Board Briefings • Five-year Financial Plan
Activity Performance Measures (Measure & Target)	Result Measures: Long Term Impact Analysis: • 100% of policy and budget decisions are supported by multi-year, scenario-based planning tools. Budget Excellence: • 26 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.

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

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

Program	**County Manager**
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; • 75% of respondents to the biennial Citizen Survey state that the public information services provided by Gunnison County government are good or excellent; • 25% of public policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements; • 25% of internal policies are reviewed annually to ensure that they legally and accurately reflect current practices and requirements; • 75% of department strategic results are achieved by their target dates; • 90% of departments use strategic business plans and performance information to manage the delivery of services; and • 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 • Board Schedule • Board Strategic Plan Initiative Management • BOCC Strategic Plan • Budget Decisions/Recommendations • Board Policy Recommendations • Commissioner Consultations • Board Meeting Minutes • Board Correspondence Items • Official Documents Distributions • Boards & Commissions Support Services • Meeting Preparations (agenda, packet, set-up) • Annual Board Surveys
Activity Performance Measures (Measure & Target)	Result Measures: • 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; • 100% of Board respondents report that they receive the information they need to respond in a timely manner to constituent concerns; • 100% of Board respondents report that they receive the information they need to make policy decisions; • 100% of Board respondents report that they have the information and support they need to represent their constituents; • 100% of Board respondents report that they receive the performance information necessary to evaluate the effectiveness of County programs; and • 90% of approved BOCC minutes are available to the public within 30 days of a meeting. Output Measures: • 10 department strategic updates to the BOCC; and • 15 results monitored in the BOCC plan. Demand Measures: • 10 department strategic updates expected to be provided to the BOCC; and

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

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

Program	**Human Resource Services**
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; • 75% of respondents to the annual employee survey state that recruitment assistance services from HR are excellent or good; • 85% of respondents to the annual employee survey state that benefits administration services are excellent or good; • 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; • 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; • 85% of respondents to the annual employee survey strongly agree or somewhat agree that they are satisfied with their jobs; • 76% of respondents to the annual employee survey strongly agree or somewhat agree that Gunnison County is a good overall employer; and • 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 • Onboarding • New Employee Group Onboarding Presentations • Employee Consultations • Compensation System • Employee Benefits Plan • Recruitments • Personnel Policy Recommendations • Personnel Board Services • Employee Training Sessions • Supervisor/Manager's Leadership Academy Sessions • HR Records Management Services • Employee Performance Management Program

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

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 2017, these results will be due for measurement:

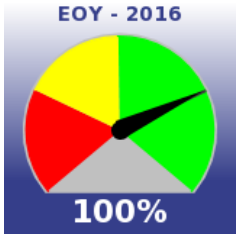
- B1: Gunnison County shall work withits partners to protect water quality and quantity for in-basin purposes in a manner that is socially, environmentally and economically sound.**Note: This is an ongoing result without a hard completion date, thus it will always be considered "due" for the purpose of calculating this measure's performance.**
- B3: In each year from 2017 to 2022, Gunnison County will achieve 10% energy savings per year on an operation, facility or service-delivery basis.**Note: The 2017 data will not be available until early 2018.**
- C1: By December 31, 2017, a Sustainable Tourism and Outdoor Recreation Strategic Committee and organizational framework will be established to collaboratively set priorities, plan, and implement improvements in outdoor recreational assets.**Note: This is on target for completion.**
- D1: By December 31, 2017, the perception of at least 50% of the respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.**Note: This measure performed at 46% in the 2017 citizen survey, and the next survey is planned for summer 2019. Thus, it will fall below the target in both 2017 and 2018.**

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

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

Year	Jan-Jun	Jul-Dec	YTD	EOY*
2012	80%		80%	80%
2013	50%		50%	50%
2014	88.9%		88.9%	88.9%
2015	100%	75%	87.5%	87.5%
2016	87.5%	87.5%	87.5%	87.5%
2017	100%		100%	100%

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. In 2015, this measure performed lower than usual at 66.7%, which represents a less-than-favorable response from one out of the three commissioners.The 2017 data will be collected in early 2018.

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

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

Year	EOY	YTD	EOY*

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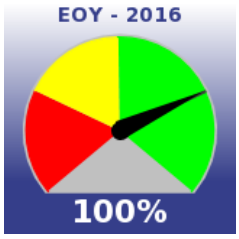
2012	100%	100%	100%
2013	100%	100%	100%
2014	100%	100%	100%
2015	66.7%	66.7%	66.7%
2016	100%	100%	100%
2017			

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



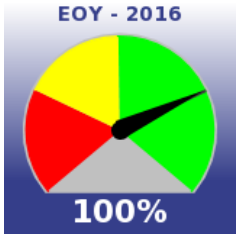
Performance Narrative: This measure continues to perform very well. Since the start of data collection in 2010, this measure has performed at 100% every year.

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

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

Year	EOY	YTD	EOY*
2012	100%	100%	100%
2013	100%	100%	100%
2014	100%	100%	100%
2015	100%	100%	100%
2016	100%	100%	100%
2017			

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



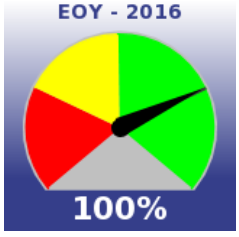
Performance Narrative: This annual measure was created in 2016, and it performed at 100% during that period.

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			

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, and the 2017 data will be collected in early 2018. In 2015, this measure performed lower than usual at 66.7%, which represents a less-than-favorable response from one out of the three commissioners.

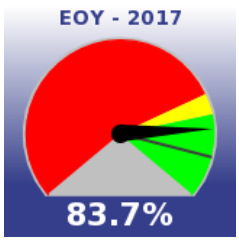
Result • Percent • Annually YTD: 100% EOY: 100%

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

Year	EOY	YTD	EOY*
2012	100%	100%	100%
2013	100%	100%	100%
2014	100%	100%	100%
2015	66.7%	66.7%	66.7%
2016	100%	100%	100%
2017			

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

generated by MFR Live - a Managing Results Product © 2010-2014



Performance Narrative:
Since we began tracking this data in 2007, this measure has averaged 68.2% annually, which is below our target of 90%. We expect to achieve 86.7% during 2017.

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

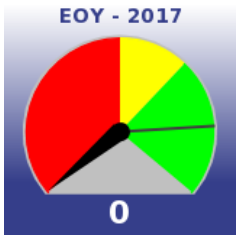
Result • Percent • Monthly YTD: 81.8% EOY: 83.7%

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*
2012	100%	100%	100%	100%	33.3%	33.3%	75%	33.3%	75%	50%	100%	40%	65.1%	65.1%
2013	100%	100%	0%	100%	50%	50%	83.3%	100%	25%	66.7%	50%	25%	59.5%	59.5%
2014	50%	100%	100%	66.7%	100%	100%	100%	100%	100%	100%	100%	100%	94.9%	94.9%
2015	66.7%	100%	100%	50%	50%	66.7%	100%	33.3%	66.7%	100%	100%	100%	83.7%	83.7%
2016	100%	100%	33.3%	0%	0%	50%	50%	66.7%	100%	100%	100%	100%	68.8%	68.8%
2017	50%	50%	100%	100%	100%	50%	100%	100%	66.7%				81.8%	83.7%

Output :

Number of department strategic updates to the BOCC.



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. These performance updates have been scheduled to take place during the October-December timeframe each year.Thus, the annual target of 10 is expected to be met in 2017.

Output • Number • Quarterly YTD: 0 EOY: 0

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		0	0

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

Demand :

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

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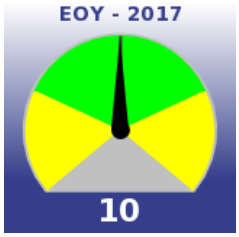
Number of department strategic updates expected to be provided to the BOCC.



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*
2015			
2016	20	20	20
2017	10	10	10

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Performance Report: Executive Management

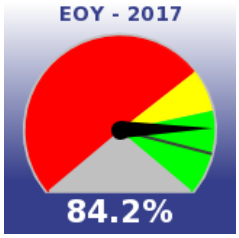
BOCC Update - County Manager Program, Executive Management Activity

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.



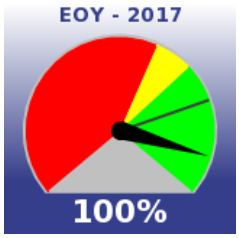
Performance Narrative: Starting in mid-2016, we began calculating this for only administrative departments that are managed by the County Manager. The measure is currently performing at 93.8%, and the improvement can be attributed to the focus on administrative plans and the increased attention paid to creating meaningful and measurable results.

Result • Percent • Quarterly YTD: 82.4% EOY: 84.2%

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2012	64.8%	64.8%	64.8%	64.8%	64.8%	64.8%
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%		82.4%	84.2%

Percentage of departmental programs that measure results for customers.



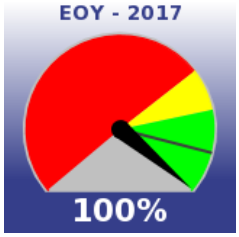
Performance Narrative:
Beginning in 2015, this data represents only administrative departments# programs.Continual focus on performance, as well as performance reporting, has led to the achievement of 100% success since the fourth quarter of 2016.

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*
2012	71.1%	71.1%	71.1%	71.1%	71.1%	71.1%
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%

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



Performance Narrative:
Beginning in 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*
2012	77.8%	77.8%	77.8%	77.8%	77.8%	77.8%
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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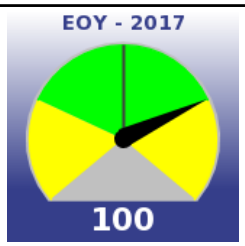
2016	70%	90%	100%	100%	100%	100%
2017	100%	100%	100%		100%	100%

Output :

Number of departmental key results monitored.



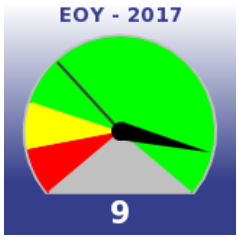
Performance Narrative: This represents the total number of key results outilned in the departmental strategic business plans, as of the last day of each quarter. Since we began tracking data for this measure in 2010, the annual average has been 89.

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*
2012	101	101	101	101	101	100
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	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. In 2016, staff estimated that four strategic business plans would be updated annually, which appears to be a low estimate. Thus, this target may be increased in the near future. 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.

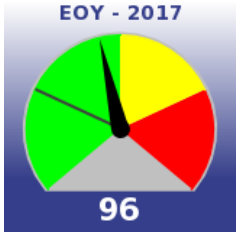
Output • Number • Quarterly YTD: 7 EOY: 9

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2012	3	2	0	0	5	5
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		7	9

Demand :

Number of departmental key results expected to be monitored.



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

Demand • Number • Annually YTD: 96 EOY: 96

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

Year	EOY	YTD	EOY*
2012	101	101	101
2013	109	109	109
2014	39	39	39
2015	124	124	124
2016	97	97	97
2017	96	96	96

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

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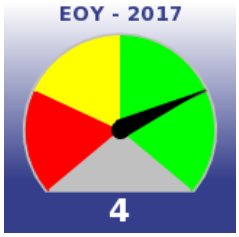

Performance Narrative:
This data represents both administrative and elected departments. Initially, staff estimated that 19 plan updates would occur annually, which has slowed dramatically overtime as plans have been fine-tuned. As of 2016, staff estimated that four strategic business plans would be updated annually, which appears to be a low estimate. Thus, this target may be increased in the near future. 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*
2012	19	19	19
2013	19	19	19
2014	19	19	19
2015	10	10	10
2016	4	4	4
2017	4	4	4

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Performance Report: Communications

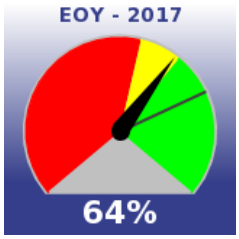
BOCC Update - County Manager Program, Communications Activity

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%).

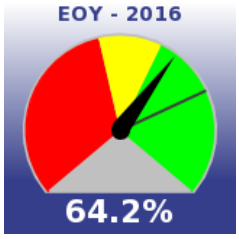
Our public information is primarily disseminated via social media, and the number of our followers/friends/likes from Oct 2015 to Oct 2017 increased from 5,563 to 11,985. This increase in followership is likely one of the contributing factors to this measure's increase in performance from 2015 to 2017.

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

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

Year	EOY	YTD	EOY*
2012	64%	64%	64%
2013	71%	71%	71%
2014	71%	71%	71%
2015	61%	61%	61%
2016	61%	61%	61%
2017	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 64.2% (Dec 2016 survey), with an overall average of 59.1% since 2010.

This information is distributed directly to new employees during their meetings with the County Manager, usually within the first month of employment, and during their onboarding orientation session. 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.

Result • Percent • Annually YTD: 64.2% EOY: 64.2%

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

Year	EOY	YTD	EOY*
2012	57.6%	57.6%	57.6%
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			

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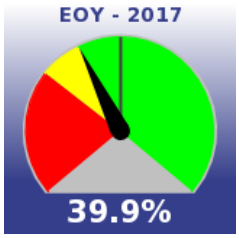
Percentage of public policies that are reviewed annually to ensure that they legally and accurately reflect current practices and requirements.



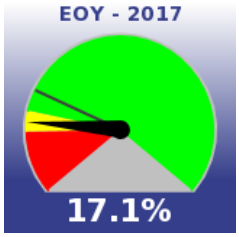
Performance Narrative: In 2016, this measure was added to the department#s plan, and it nearly met the target of 25% by the end of that year. In 2017, the annual target was updated to 50%, and it is on track to meet that goal. The department#s overall long-term target is to have 100% of all public and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

Result • Percent • Quarterly YTD: 40.4% EOY: 39.9%

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%	34.6%	40.4%		40.4%	39.9%

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. Via the upcoming completion of the overhauled personnel policies document, which includes the pending aggregation and/or rescission of many separate personnel policy documents, we anticipate that we will meet the 25% target by the end of 2017. The department#s overall long-term target is to have 100% of all public and internal policies reviewed by the end of 2019.

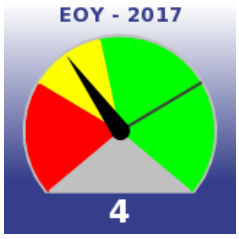
Result • Percent • Quarterly YTD: 16.8% EOY: 17.1%

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	9.3%	14%	16.8%		16.8%	17.1%

Output :

Number of public news releases provided.



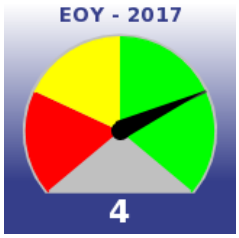
Performance Narrative: At first glance, it would appear as though this measure is failing. However, due to its wording, it only accounts for formal news releases and not any other types of news/advisories that are issued via the County website, social media, and the Joint Information System. Since individual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

Output • Number • Quarterly YTD: 3 EOY: 4

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
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		3	4

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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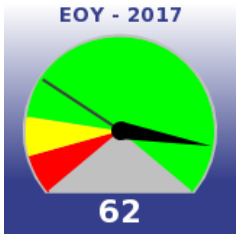
2015	0	0	0	0	0	0
2016	0	0	0	1	1	1
2017	1	1	1		3	4

Number of public policies updated, confirmed or rescinded.



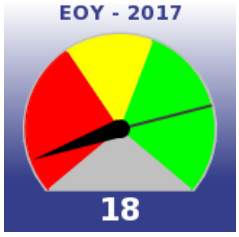
Performance Narrative: This measure is performing according to expectations. This performance is compared to the total number of policies, which naturally changes, and the percentage that are current is calculated via another metric in this activity.

Output • Number • Quarterly YTD: 63 EOY: 62

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	49	53	63		63	62

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 2017 should be much higher after the overhaul of the Personnel Policies has been completed. 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: 18 EOY: 18

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	10	15	18		18	18

Demand :

Number of social media accounts requiring management.

Performance Narrative:
This represents Facebook (10), Twitter (4) and LinkedIn (2) accounts. We also have 28 website modules (unaccounted by this measure) that allow subscribers. Followers/likes for all social media and website news modules are:

- 10/29/15: 5,563
- 1/20/16: 6,086
- 4/22/16: 7,845
- 6/29/16: 8,848
- 10/6/16: 9,629
- 1/1/17: 10,336
- 6/14/17: 11,422
- 10/18/17: 11,985

Demand • Number • Quarterly YTD: 16 EOY: 16

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

Number of organizational news bulletins expected to be required.

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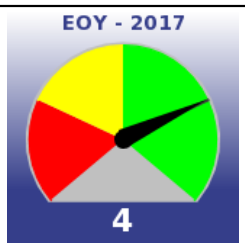


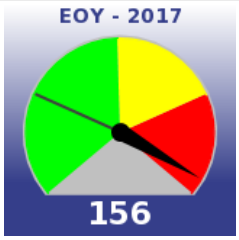
Performance Narrative: We anticipate issuing one organizational newsletter per quarter.

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

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



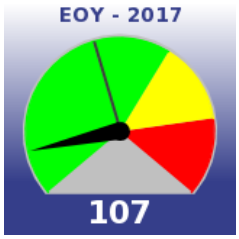
Performance Narrative: This number will fluctuate as policies are combined, rescinded, and created. The number reflects the current number of public policies at the end of each quarter.

Demand • Number • Quarterly YTD: 156 EOY: 156

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

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: 107 EOY: 107

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

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Performance Report: Accounting and Auditing

BOCC Update - Finance Program, 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.
Performance Narrative	

Performance Measures

Result :

Percentage of program expenditures that do not exceed revenues.

Performance Narrative:
We expected to reach 95% of program expenditures not exceeding revenues. In 2015 we obtained 87.7%, falling short of our goal. Seven out of 57 programs exceeded budgeted expenditures, making 2015 the lowest percentage of the five years measured. We made substantial improvement in 2016 when only one program exceeded revenues resulting in 98.2% compared to our 95% target.

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*
2011	100%	100%	98.3%	93.3%	93.3%	93.3%
2012	100%	100%	100%	91.7%	91.7%	91.7%
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%		100%	100%

Percentage of vendor payments delivered within 45 days.

Performance Narrative:

Result • Percent • Monthly YTD: 106.1% EOY: 96.6%

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*
2009					93.3%	93.7%	96.5%	94.5%	97.4%	96.2%	98.3%	97%	95.9%	95.7%
2010	97.4%	98.3%	97.1%	98.6%	97.3%		98.1%	97.8%	97.9%			98.9%	72.5%	96.9%
2011	98.1%	98.2%	98.4%	98.3%	98.9%	97.9%	98.3%	98.5%	99.7%	98%	98.1%	98.7%	98.4%	98.4%
2012	98.6%	95%	97.2%	98%	98.9%	98.2%	98.8%	98.2%	98.8%	97.9%	99.2%	99.5%	98.2%	98.2%
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%			106.1%	96.6%

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

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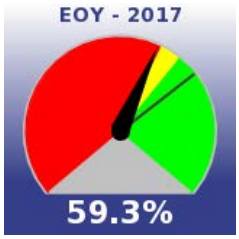
Performance Narrative: Year to date in 2017 is tracking ahead of our result for the year ended 2016; 85.9% compared to 83.1%. Our Accounts Receivable Accountant works to influence customers to pay within billing criteria by sending statements timely and following up on delinquent amounts due.

Result • Percent • Quarterly YTD: 85% EOY: 84.9%

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2009	88.1%	85.9%	84.9%	85.2%	85.2%	85.2%
2010	83.8%	81.2%	79.4%	81.2%	81.2%	81.2%
2011	85%	82.1%	84.8%	87.2%	87.2%	87.2%
2012	85.4%	82%	83.1%	87.6%	87.6%	87.6%
2013	86.2%	90%	88.4%	85.5%	85.5%	85.5%
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%		85%	84.9%

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



Performance Narrative:

Result • Percent • Monthly YTD: 60.7% EOY: 59.3%

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*
2011														
2012	75%	100%	77.8%	25%	70%	38.9%	58.8%	68.8%	44.4%	66.7%	100%	66.7%	64.9%	64.9%
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%				60.7%	59.3%

Output :

Number of vendor payments provided.

Performance Narrative:

Output • Number • Monthly YTD: 3,418 EOY: 4,101

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*
2009					374	398	375	329	381	338	402	403	3,000	4,492
2010	390	409	374	352	411	451	366	418	336	372	403	440	4,722	4,722
2011	465	342	386	349	366	373	360	389	344	403	360	382	4,519	4,519
2012	444	339	390	401	359	329	408	327	338	435	374	404	4,548	4,548
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			3,418	4,101

Number of programs monitored.

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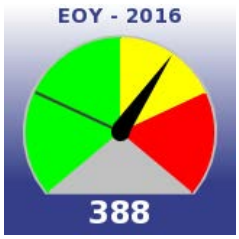
Performance Narrative:

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*
2011	59	59	60	60	60	60
2012	60	60	60	60	60	60
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

Number of account reclassifications entered.



Performance Narrative:

Output • Number • Annually YTD: 388 EOY: 388

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			

Demand :

Number of vendor payments expected to be required.

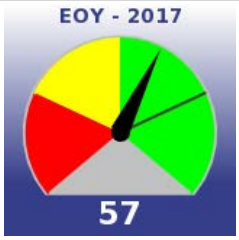
Performance Narrative:

Demand • Number • Monthly YTD: 4,200 EOY: 4,200

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*
2010														
2011	375	375	375	375	375	375	375	375	375	375	375	375	4,500	4,500
2012	375	375	375	375	375	375	375	375	375	375	375	375	4,500	4,500
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

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*
2010	150	150	150

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2011	60	60	60
2012	60	60	60
2013	60	60	60
2014	60	60	60
2015	58	58	58
2016	57	57	57
2017	57	57	57

Number of account reclassifications expected to be entered.

Performance Narrative:

Demand • Number • Monthly YTD: 307 EOY: 307

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
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

Budget :

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

Performance Narrative:

Budget • Percent • Annually YTD: 0.921% EOY: 0.921%

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

Year	EOY	YTD	EOY*
2016	0.921%	0.921%	0.921%
2017			

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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.

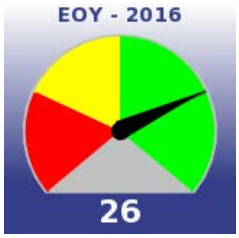
Performance Narrative: Our Capital Improvement Plan captures those projects requested during the upcoming 5-year period and is reviewed prior to budget preparation each year. We have begun implementation of a forecasting software package that allows various options based on scenario design. We are also moving to a new financial software package beginning January 2018 that has scenario planning options as well. This performance goal will be addressed using these tools moving forward.

Result • Percent • Quarterly YTD: 95.2% EOY: 95.2%

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2011	66.7%	77.8%	75%	83.3%	74.3%	74.3%
2012	80%	100%	100%	71.4%	85%	85%
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						

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



Performance Narrative:

Result • Number • Annually YTD: 26 EOY: 26

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

Year	EOY	YTD	EOY*
2010			
2011	25	25	25
2012	26	26	26
2013	26	26	26
2014	27	27	27
2015	26	26	26
2016	26	26	26
2017			

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

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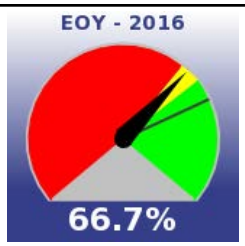
Performance Narrative:

Result • Number • Annually YTD: 1 EOY: 1

Low Alarm	Low Warn	Target	High Warn	High Alarm
0		1		

Year	EOY	YTD	EOY*
2016	1	1	1
2017			

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.



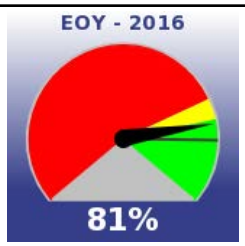
Performance Narrative:

Result • Percent • Annually YTD: 66.7% EOY: 66.7%

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

Year	EOY	YTD	EOY*
2010	89.3%	89.3%	89.3%
2011	91.7%	91.7%	91.7%
2012	91.7%	91.7%	91.7%
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			

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.



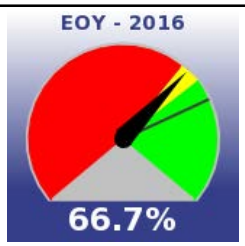
Performance Narrative:

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

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

Year	EOY	YTD	EOY*
2011	77.5%	77.5%	77.5%
2012	82.1%	82.1%	82.1%
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			

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: 66.7% EOY: 66.7%

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

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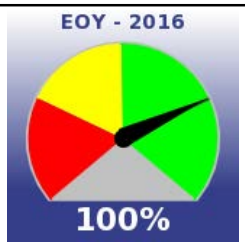
Year	EOY	YTD	EOY*
2011	88.9%	88.9%	88.9%
2012	88%	88%	88%
2013	69.2%	69.2%	69.2%
2014	69.2%	69.2%	69.2%
2015	68.8%	68.8%	68.8%
2016	66.7%	66.7%	66.7%
2017			

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*
2010	100%	100%	100%
2011	100%	100%	100%
2012	100%	100%	100%
2013	100%	100%	100%
2014	100%	100%	100%
2015	100%	100%	100%
2016	100%	100%	100%
2017			

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*
2010	100%	100%	100%
2011	100%	100%	100%
2012	100%	100%	100%
2013	100%	100%	100%
2014	100%	100%	100%
2015	100%	100%	100%
2016	100%	100%	100%
2017			

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*
2010	100%	100%	100%
2011	100%	100%	100%
2012	100%	100%	100%
2013	100%	100%	100%

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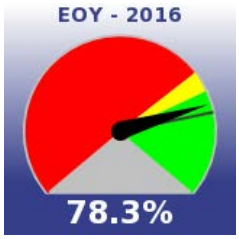
2014	100%	100%	100%
2015	100%	100%	100%
2016	100%	100%	100%
2017			

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.



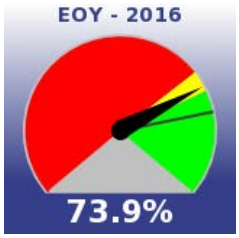
Performance Narrative:

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*
2010	86.7%	86.7%	86.7%
2011	72.5%	72.5%	72.5%
2012	78.6%	78.6%	78.6%
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			

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.



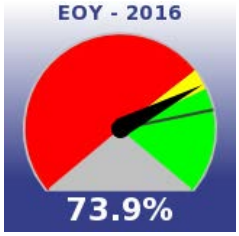
Performance Narrative:

Result • Percent • Annually YTD: 73.9% EOY: 73.9%

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

Year	EOY	YTD	EOY*
2010	70.7%	70.7%	70.7%
2011	77.5%	77.5%	77.5%
2012	85.7%	85.7%	85.7%
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			

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: 73.9% EOY: 73.9%

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

Year	EOY	YTD	EOY*
2010	62.5%	62.5%	62.5%
2011	75%	75%	75%
2012	82.1%	82.1%	82.1%
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%

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2017			

Output :

Number of Board briefings provided.

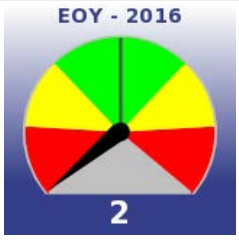
Performance Narrative:

Output • Number • Quarterly YTD: 18 EOY: 18

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2010	5	1	6	7	19	19
2011	6	4	5	11	26	26
2012	6	6	3	7	22	22
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						

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*
2010						
2011	1	0	1	2	4	4
2012	1	1		3	5	7
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						

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*
2010	19	19	19
2011	26	26	26
2012	22	22	22
2013	19	19	19
2014	20	20	20
2015	20	20	20
2016	20	20	20
2017			

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

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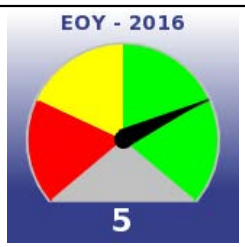

Performance Narrative:

Demand • Number • Annually YTD: 5 EOY: 5

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

Year	EOY	YTD	EOY*
2010			
2011	15	15	15
2012	10	10	10
2013	7	7	7
2014	5	5	5
2015	5	5	5
2016	5	5	5
2017			

Efficiency :

Expense per program provided Planning and Analysis services.

Performance Narrative:

Efficiency • Ratio • Annually YTD: $6,538.32 EOY: $6,538.32

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

Year	EOY	YTD	EOY*
2010	$11,395.94	$11,395.94	$11,395.94
2012	$11,893.17	$11,893.17	$11,893.17
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			

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Performance Report: Risk Management

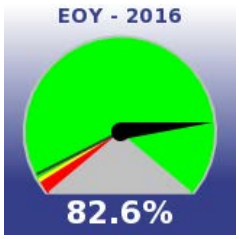
BOCC Update - Finance Program, Risk Management Activity

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. 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 2.1% average percent reduction in the number of annual workers comp claims that reach medical treatment, calculated over the preceding 5-year period ending 12/31/2016.

Result • Percent • Annually YTD: 82.6% EOY: 82.6%

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

Year	EOY	YTD	EOY*
2010	88.2%	88.2%	88.2%
2011	92.9%	92.9%	92.9%
2012	76.2%	76.2%	76.2%
2013	64%	64%	64%
2014	55.2%	55.2%	55.2%
2015	66.7%	66.7%	66.7%
2016	82.6%	82.6%	82.6%
2017			

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 $195,575 in premiums in exchange for paying the first $100,000 on each property or liability claim in 2017. The actuarial estimate that Gunnison County will pay this year on claims is $52,212, so the estimated savings to Gunnison County due to partially self-funding is $143,363 in 2017. 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: -106.765% EOY: -97.601%

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2009	8.7%	42.8%	56.1%	4.6%	4.6%	4.6%
2010	46.4%	68.6%	67%	30.3%	30.3%	30.3%
2011	-30.684%	-98.975%	-38.021%	-86.848%	-86.848%	-86.848%
2012	-110.922%	-107.319%	-110.85%	-73.354%	-73.354%	-73.354%
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%		-106.765%	-97.601%

Minimum available resources in the Health Insurance Fund.

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Performance Narrative:

Result • Dollar • Monthly

YTD: $1,953,494.00
EOY: $1,993,700.00

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*
2016	$122,095	$106,296	$157,034	$177,411	$181,484	$177,185	$172,385	$198,915	$208,035	$165,015	$164,765	$157,084	$157,084	$157,084.00
2017	$187,434	$161,105	$182,125	$193,395	$198,385	$147,583	$153,494.00					$1,953,494	$1,953,494	$1,993,700.00

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: 20 EOY: 27

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2010	4	4	5	4	17	17
2011	2	5	4	3	14	14
2012	5	7	6	3	21	21
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	8	4	8		20	27

Number of health insurance plan recommendations.

Performance Narrative:

Output • Number • Semi-Annually

YTD: 1 EOY: 2

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

Year	Jan-Jun	Jul-Dec	YTD	EOY*
2016	0	1	1	1
2017	1		1	2

Number of property/liability insurance claims managed.

Performance Narrative:

Output • Number • Monthly

YTD: 10 EOY: 13

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*
2016	1	5	0	0	3	1	2	1	1	1	0	1	16	16
2017	2	3	2	0	0	1	1	0	1				10	13

Demand :

Number of Workers Compensation claims expected to be filed.

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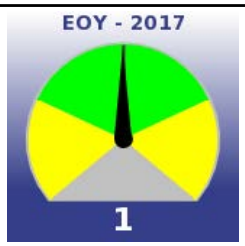
Performance Narrative: By projecting the number of workers compensation claims that are expected to be managed, determinations can be made on staffing levels and approximate demand that will be made on HR staff within current budget.

Demand • Number • Annually YTD: 25 EOY: 25

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

Year	EOY	YTD	EOY*
2010	20	20	20
2011	20	20	20
2012	20	20	20
2013	20	20	20
2014	25	25	25
2015	25	25	25
2016	25	25	25
2017	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*
2016	1	1	1
2017	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*
2016	15	15	15
2017	15	15	15

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Performance Report: Human Resources

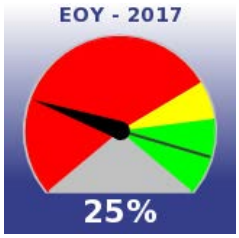
BOCC Update - Human Resources Activity

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 and the 5% COLA for 2018, Gunnison County should be able to hire and retain high performers.

Result • Percent • Quarterly YTD: 25% EOY: 25%

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2016	48.6%	16.2%	5.4%	29.7%	25%	25%
2017	17.1%	4.9%	53.7%	24.4%	25%	25%

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: 96.4% EOY: 96.5%

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2015	93.9%	95.3%	96.3%	95.3%	95.2%	95.2%
2016	97.7%	97.7%	98.2%	96.5%	97.5%	97.5%
2017	97.2%	93.8%	98.2%		96.4%	96.5%

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

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 adoption of a new HDHP HSA plan option in 2016 was considered for 2017 data collection. Results for 2016 were determined using the PPO health plan option. The adoption of the new referenced based pricing for facilities only effective 9/1/2017, will determine anticipated savings in order to continue insignificant increases in annual medical premiums.

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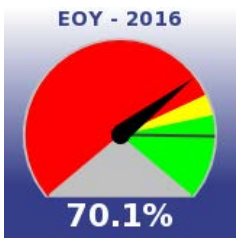
Result • Percent • Annually YTD: 0% EOY: 0%

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

Year	EOY	YTD	EOY*
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%

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 preventative 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: 70.1% EOY: 70.1%

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

Year	Jan-Jun	Jul-Dec	YTD	EOY*
2014		52.5%	52.5%	52.5%
2015		45.7%	45.7%	45.7%
2016		70.1%	70.1%	70.1%
2017				

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

Performance Narrative: Percentage of employee performance reviews completed and returned to Human Resources that are conducted via MFR People

Result • Percent • Annually YTD: 41.8% EOY: 41.8%

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

Year	EOY	YTD	EOY*
2017	41.8%	41.8%	41.8%

Percentage of employees who are trained to use MFR People.

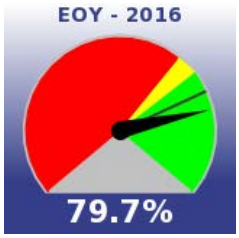
Performance Narrative:

Result • Percent • Monthly YTD: 51.9% EOY: 55.1%

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*
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%						51.9%	55.1%

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: 79.7% EOY: 79.7%

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

Year	EOY	YTD	EOY*
2015	69%	69%	69%
2016	79.7%	79.7%	79.7%

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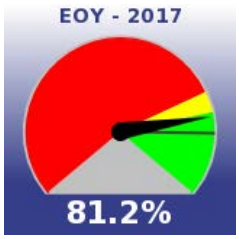
2017			

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



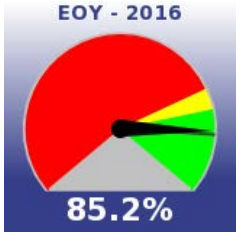
Performance Narrative:

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

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

Year	EOY	YTD	EOY*
2016	72%	72%	72%
2017	81.2%	81.2%	81.2%

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.



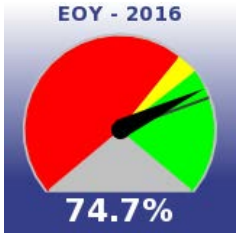
Performance Narrative: This performance measure was not captured in the 2016 employee survey. Human Resources strives to educate and inform all employees through quarterly newsletters, individual consultations and annual open enrollment meetings on the benefits offered. Knowledge gained is a resource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

Result • Percent • Annually YTD: 85.2% EOY: 85.2%

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

Year	EOY	YTD	EOY*
2016	85.2%	85.2%	85.2%
2017			

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.



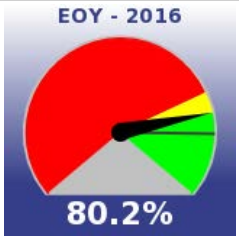
Performance Narrative:

Result • Percent • Annually YTD: 74.7% EOY: 74.7%

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

Year	EOY	YTD	EOY*
2016	74.7%	74.7%	74.7%
2017			

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: 80.2% EOY: 80.2%

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

Year	EOY	YTD	EOY*
2016	80.2%	80.2%	80.2%
2017			

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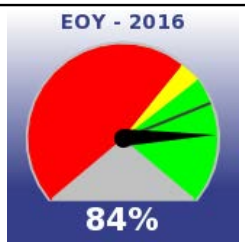
Percentage of respondents to the annual employee survey who strongly agree or somewhat agree that Gunnison County is a good overall employer.



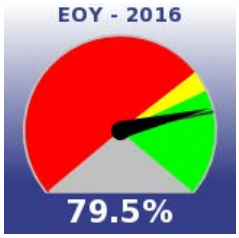
Performance Narrative:

Result • Percent • Annually YTD: 84% EOY: 84%

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

Year	EOY	YTD	EOY*
2016	84%	84%	84%
2017			

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: 79.5% EOY: 79.5%

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

Year	EOY	YTD	EOY*
2016	79.5%	79.5%	79.5%
2017			

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*
2016	33.9%	33.9%	42.6%	40.9%	40.9%	40.9%
2017						

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: 22 EOY: 31

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

Year	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	YTD	EOY*
2016	5	7	6	7	25	25
2017	7	5	10		22	31

Number of new-employee group on-boarding presentations.

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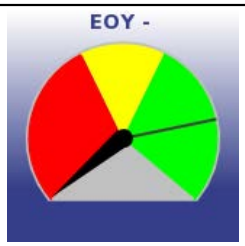
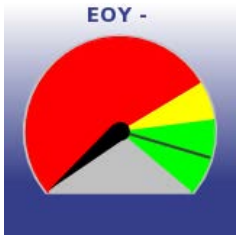


Performance Narrative:

Output • Number • Quarterly YTD: EOY:

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

Number of new compensation classifications reviewed.

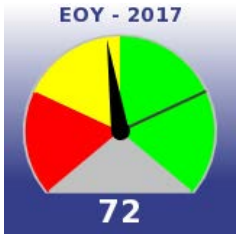


Performance Narrative:
Performance measure #1 and #17 capture the same data.

Output • Number • Monthly YTD: EOY:

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

Number of employees trained to use MFR People.



Performance Narrative:

Output • Number • Monthly YTD: 67 EOY: 72

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*
2016	81	78	72	66	63	60	58	55	54	53	52	52	52	52
2017	52	52	52	52	70	70	67	67					67	72

Number of Leadership Academy training sessions provided.

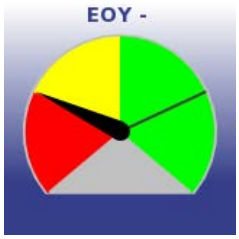
Performance Narrative: If managers and those employees identified by their supervisors as possible candidates for succession have completed leadership training, they can achieve program and activity customer results by delivering excellent leadership, communication, performance management and financial 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*
2017	1	1	1

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*
2017			

Demand :

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

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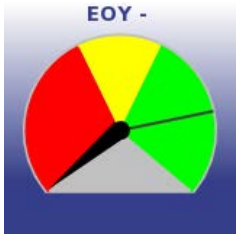

Performance Narrative:
Human Resources has planned to begin requiring our new employees to attend a group on-boarding presentation which will include several different department leaders presenting and/or training on the services they provide to all County staff.

Demand • Number • Quarterly YTD: EOY:

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

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

Performance Narrative:

Demand • Number • Monthly YTD: 129 EOY: 130

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*
2016	126	126	128	126	128	127	128	127	129	131	127	127	127	127
2017	127	130	130	130	130	129	129						129	130

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*
2017	20	20	20

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*
2017	15	15	15

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