

ESTABLISHING GOALS & PERFORMANCE MEASURES

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The Purpose

- ❑ Make the CAO happy?
- ❑ Make the CAO go away and bug someone else?
- ❑ Make the Board happy?
- ❑ Track performance?
- ❑ Improve performance?
- ❑ Provide accountability?
- ❑ Further your mission statement and vision?
- ❑ Provide transparency?
- ❑ Set Goals?

YES TO ALL!

The Challenge

- How do you make performance measures relevant?
- How do you make them consistent?
- How do you make them simple?
- Performance vs. outcomes
- How do you measure?
- Who is your audience?

Reinventing Government

- People at all levels of government are always looking for better ways to deliver services.
- An increasing number of local governments are using performance measurement to help manage limited resources more effectively and improve accountability to the public.

What is Performance Measurement?

- It's the regular, systematic measurement of programs or services delivered by an organization or comparatively for multiple organizations.

What's the Goal?

- To learn how efficient, effective, or responsive an organization is.

What are the Origins of Performance Measurement?

- The private Sector has used performance measures to assess functions such as purchasing and order fulfillment for many years.
- In the 1970's, many local governments began to include performance measures in their budget documents.
 - Charlotte, NC
 - Dayton, OH
 - Sunnyvale, CA

In Everyday Life

- We all have expected levels of performance that we expect from the products and services we purchase.
 - ▣ Express package delivery
 - ▣ On-time airline flights
 - ▣ New automobile performance
 - ▣ Clean hotel rooms
 - ▣ Accurate bank statements
- As individuals, we use a variety of news media or commercial sources for data in making decisions about how we spend our money.

In government

- The citizen taxpayer expects that same level of measurement and performance data from us as public service providers.
- Performance Measures are the tools used to measure performance and evaluate progress on a strategic plan.

Strategic Plan

- The strategic plan provides an overarching guide to defining and measuring the expected outcomes of County government services, and allocating the resources to the various programs and projects by which those services are delivered.

Types of Performance Measures

- Input
- Output
- Indicator
- Efficiency
- Effectiveness
- Outcome (Impact)

Input Measures

- Identifies the amount of resources needed to provide a product or service
 - Number of positions
 - Number of people eligible
 - Tons of paving material used
 - Number of permit applications received
 - Number of requests for service

Output Measures

- Represents the amount of products or services provided
 - Percent of roads resurfaced
 - Number of Sheriff reports filed
 - Number of applications approved
 - Property crimes cleared
 - Number of permits issued
 - Tons of material recycled
 - Number of inspections made
 - Number of people who attended

Indicators

- Identifies the level of performance of key activities related to the products and services
 - Crime rates
 - SAT scores
 - Hotel occupancy rates
 - High school graduation rates
 - Unemployment

Efficiency Measures

- Reflects the relationship between work performed (outputs) and the resources (inputs) required to perform or create the service or product
 - ▣ Output/Input: Number of clients receiving services to number of employees
 - ▣ Output/Time: Turnaround time for processing applications
 - ▣ Output/Cost: Average fleet maintenance expenditure per mile
 - ▣ Output/Cost: Cost per percent increase in recovered materials rate

Effectiveness Measures

- Reflects the level and quality of meeting the expectations of customers and stakeholders
 - ▣ Percentage reduction in specific crime
 - ▣ Percentage reduction in recidivism for juvenile offenders
 - ▣ Percentage increase in new businesses attracted to the County
 - ▣ Percentage reduction in processing errors
 - ▣ Maintain 250 traffic signals in operational condition 98% of the time by conducting two preventative maintenance inspections on each light per year

Outcome (Impact) Measures

- Reflects the actual results achieved and the impact or benefit of public programs; linked to the Strategic Plan
 - ▣ Reduce the number of lung cancer deaths due to smoking from 5,000 per year to 2,500 over 10 years by expanding the teen non-smoking program in 10 junior high schools
 - ▣ Reduce the number of children with absent parent support from 15,000 to 10,000 over two years by enforcing orders of support against 95% of cases
 - ▣ Generate taxpayer savings of \$5,000,000 per year through cost savings and avoidance of benefit costs due to denial of case applicants through the welfare fraud early detection unit

Questions to Ask when Selecting Outcome (Impact) Measures

- What are the most important long-term trends or significant conditions that should be addressed by my department?
- What are my department's objectives with respect to these trends and conditions?
- How can I measure whether my department's programs/projects are impacting these trends and conditions?

Designing Performance Measures

- Data quality
- Data cost
- Data uses

Data Quality

- Validity – Does the indicator directly and accurately reflect its associated outcome or activity?
- Reliability – Can the data be collected consistently, year after year, with few changes?
- Timeliness – Can the indicator be compiled and reported quickly enough to be useful?
- Clarity – Is the meaning of the indicator easy to understand by non-experts?
- Ease of Analysis – Can the data be tracked at the appropriate unit of analysis? Can it be benchmarked with other jurisdictions?

Data Cost

- How much does it cost to set up, collect, analyze, and report the data on an ongoing basis?
- Is the expense justified given the value of the data to its various users?

Data Uses

- Used by program or departmental management
- Used for reporting and communication

Used by Program or Departmental Management

- Workload management
- Allocating financial resources
- Managing staff performance
- Internal communications with CEO, department directors, and staff
- Department or program strategic planning (evaluating and selecting program or department goals, outcomes, and strategies)
- Program evaluation (monitoring and evaluating program activities and their results)
- Process improvement (controlling or improving processes used to produce services or products)

Used for Reporting and Communication

- Annual operating budget
- Mandated external reporting
- Communication with citizens

Performance Measurement is Good Management

- Set performance expectations
- Compare actual performance with benchmarking data
- Continually improve processes

Santa Barbara County

Goals & Performance Measures

How it Started

- Early 1990's Grand Jury report recommends implementation of performance measures and performance based budgeting for Santa Barbara County
- New County Administrator hired Dec. 1996
 - Performance measures implemented for 1997-98 budget book

Performance Measures

- Linking back to and measurement of progress toward
 - Strategic plan
 - Organizational values
 - General goals and principles
 - Critical issues

In the Beginning...

We had 36 different performance measures

- Administration – 4
- Accounting – 2
- Systems – 1
- Debt Administration – 1
- Treasury – 3
- Investments – 1
- Property Tax – 4
- Business Licenses - 2
- Bankruptcy – 2
- General Collections – 3
- Veterans' Services – 1
- Public Administrator – 1
- Public Guardian – 1
- Public Conservator – 1
- Housing Finance - 9

Standardized Countywide Performance Measures

- Complete 100% of employee evaluations within 30 days of probation/anniversary date
- Maintain worker compensation claims filed to no more than 0
- Maintain the department's lost time rate at 3.1% or less

Challenges

- Scheduling regular Strategic Scans to update and revise
 - Strategic plan
 - Organizational values
 - General goals and principals
 - Critical issues

Additional Challenge

- Continuity of County Executive Officer

- New CEO – Nov. 2010
 - ▣ FY 2013-14 Budget we had 4 performance measures

- New CEO – Dec. 2013
 - ▣ FY 2015-16 Budget we have 15 performance measures

Administration and Support – 5

- Amount of TOT collected – non-vacation rental
- Amount of TOT collected – vacation rental
- Number of participants in deferred compensation plan
- Number of debt, trustee and arbitrage payments made on behalf of County and school districts
- Percent of departmental EPRs completed by the due date

Treasury - 3

- Amount of monies processed through the Treasury
- Monitor and project liquidity requirements as evidenced by zero securities sold at a loss to meet the cash flow needs of pool participants
- Investment compliance with the Government Code and the Treasurer's Investment Policy

Tax & Collections - 2

- Percent of annual secured taxes collected
- Percent of annual unsecured taxes collected

Public Assistance - 5

- Percent of probate conservatees visited in the past 12 months
- Number of veterans benefit claims filed
- Number of LPS clients case managed
- Number of representative payee clients case managed
- Number of probate clients case managed

Kern County

Kern Structure



Strategic Plan

Strategic Goals

Strategies

Specific Objectives

Measurements

Indicators

All performance measures are included in the recommended budget

Kern Strategic Plan

- Sections:
 - Keeping Our Communities Safe
 - A Healthy Environment
 - Recreation and Culture
 - Building a Community Where Every Child and Adult Thrives
 - A Prosperous Place to Live
 - Roads and Infrastructure
 - Responsible and Efficient Government

Kern Strategic Plan - continued

Responsible and Efficient Government Goals:

- GOAL 1 – Without increasing the tax burden, support reforms in State law that align sufficient funding, decision-making authority, and responsibility for local government services at the local level.
- GOAL 2 – Improve fiscal efficiency/responsibility of County.
- GOAL 3 – Ensure orderly and effective succession in key management positions vacated due to an increased level of retirements.

Kern Strategic Plan - continued

Within Goal 2:

- Increase in efficiency and accountability through performance-based management.
- Optimize service delivery.
- Improved customer service and employee retention.
- Improve overall functionality and efficiency of service delivery.

Kern Strategic Plan - continued

Examples of other department's goals:

- DA - Maintain an aggressive felony prosecution policy
- Sheriff – A safe community
- Probation – Increase juvenile probationer contact
- Code Compliance - Reduce nuisances through efficient abatement procedures
- MH - To provide the most effective treatment services possible
- DHS – Child Safety
- Parks - Provide positive leisure activity opportunities
- Waste Mgmt - Provide efficient and cost-effective waste management services
- Roads - Increase miles of pedestrian and bike paths
- PHD - Increase the daily consumption of colorful vegetables, and increase physical activity in low income homes

TTC Original Goals & Performance Measures

Goal: Issue and mail tax bills in the most efficient manner at the least overall cost to the taxpayers.

Strategic Plan Result Link: Section VII, Goal 2, Strategy 2, Outcome 1: Identification of services that could be provided at a reduced cost.

Performance Measure: Number of tax bills issued and mailed per FTE in Taxpayer Services.

03-04 Actual	04-05 Actual	05-06 Actual	06-07 Adopted	06-07 Estimated	07-08 Proposed
27,450	32,182	36,109	34,000	34,415	36,824

TTC Original Goals & Performance Measures

Goal: Process tax payments in the most efficient manner at the least overall cost to the taxpayers.

Strategic Plan Result Link: Section VII, Goal 2, Strategy 2, Outcome 1: Identification of services that could be provided at a reduced cost.

Performance Measure: Number of tax payments processed per FTE in financial services.

03-04 Actual	04-05 Actual	05-06 Actual	06-07 Adopted	06-07 Estimated	07-08 Proposed
40,420	41,074	37,593	37,520	38,797	40,737

TTC Original Goals & Performance Measures

Goal: Process deferred compensation transactions in the most efficient manner for the participants.

Strategic Plan Result Link: Section VII, Goal 2, Strategy 2, Outcome 1: Identification of services that could be provided at a reduced cost.

Performance Measure: Number of deferred compensation transactions processed per FTE in the Deferred Compensation division.

03-04 Actual	04-05 Actual	05-06 Actual	06-07 Adopted	06-07 Estimated	07-08 Proposed
1,632	3,030	2,545	2,500	2,557	2,608

TTC Current Goals & Performance Measures

Goal 1: Collection of property taxes in the most efficient manner.

Objective 1: Maximize the collection of property taxes.

Performance Measures:

1) Percentage of Secured taxes collected.

11-12 Actual	12-13 Actual	13-14 Adopted	13-14 Estimated	14-15 Goal
97.76%	98.08%	100%	98.22%	100%

2) Percentage of Unsecured taxes collected.

11-12 Actual	12-13 Actual	13-14 Adopted	13-14 Estimated	14-15 Goal
98.33%	98.52%	100%	99.19%	100%

TTC Current Goals & Performance Measures

Goal 1: Collection of property taxes in the most efficient manner.

Objective 2: Maximize the level of customer service to the taxpayer.

Performance Measure:

Average wait time for incoming taxpayer telephone calls.

11-12 Actual	12-13 Actual	13-14 Adopted	13-14 Estimated	14-15 Goal
34 sec.	39 sec.	< 30 sec.	25 sec.	< 30 sec.

TTC Current Goals & Performance Measures

Goal 2: Operate the deferred compensation plan in the most efficient manner.

Objective 1: Process deferred compensation transactions in the most efficient manner.

Performance Measure:

Deferred compensation transactions processed per FTE in the Deferred Compensation Division.

11-12 Actual	12-13 Actual	13-14 Adopted	13-14 Estimated	14-15 Goal
3,771	5,538	5,000	5,838	5,500

TTC Current Goals & Performance Measures

Goal 2: Operate the deferred compensation plan in the most efficient manner.

Objective 2: Maximize employee participation in the deferred compensation plan.

Performance Measure:

Percentage of new employees taking advantage of the deferred compensation employer match.

11-12 Actual	12-13 Actual	13-14 Adopted	13-14 Estimated	14-15 Goal
41.6%	38.5%	100%	43.3%	100%

What isn't included

- Investment pool performance measures
 - Policy decision not to include
 - Internal vs. external benchmarking
 - Managing expectations
 - Pressure to do the wrong thing

Orange County

County Vision

County Strategic Financial Plan

County Budget

TTC Mission

Strategic Goals

Performance Measures

Other Statistics

County Vision and Strategic Financial Plan

- County Vision:
 - “Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services”

- County Strategic Financial Plan (SFP):
 - A financial component of the County’s Strategic Plan that provides linkage between the Strategic Plan and the annual budget process.

- County SFP Key Fiscal Goals
 - Budget Stabilization and Planning for Contingencies
 - Planning For and Funding Agency Infrastructure

TTC Mission

- The mission of the Office of the Treasurer-Tax Collector is to ensure safe and timely receipt, deposit, collection and investment of public funds.

TTC Strategic Goals

1. Invest public funds in a matter that provides for maximum security of principal and maintains the public trust.
2. Maintain sufficient liquidity to enable participants to meet their operating cash requirements.
3. Obtain a stable market rate of return throughout budgetary and economic cycles.
4. Provide timely, cost-effective, accurate and courteous customer service.
5. Invest resources to develop and maintain knowledgeable and competent staff.
6. Act in an ethical and professional manner while maintaining honest, respectful and open communications.
7. Streamline cashiering and collection processes to increase timely collection of public revenues for the benefit of Orange County citizens.

Key Outcome Indicators - 4

1. Annual property tax collection rates (Goal 7)

What: Annual percent of property tax collected during the fiscal year.

Why: It measures County revenue by identifying the percent of property taxes collected.

2014 Results: Secured 99.16%, unsecured 95.24%

2015 Target: To meet or exceed FY 12-13 secured and unsecured percent collection rates

How are we doing? TTC is on track to meet the target.

Key Outcome Indicators – cont.

2. Average monthly net asset value for OCMMF & OCEMMF (Goals 1 and 2).

What: Net Asset Value measures the safety and liquidity of OCMMF & OCEMMF.

Why: A NAV of 1.0 means if all investments were sold, investors would get 100% of principal back.

2014 Results: Average NAV of 1.0001

2015 Target: To maintain an average monthly NAV of 1.0000 in OCMMF & OCEMMF.

How are we doing? TTC is exceeding the target.

Key Outcome Indicators – cont.

3. Cash available for operations & voluntary participants' redemptions, without loss of principal (Goal 2).

What: To have sufficient funds available for operational cash needs & voluntary participants' redemptions.

Why: It measures the amount of cash available to Investment Pool Participants.

2014 Results: Maintained 100% of trading days with cash = 3 days of operational needs + first \$50M of voluntary

2015 Target: Maintain 100% of trading days with cash = 3 days of operational needs + first \$25M of voluntary

How are we doing? TTC is on target to exceed goal.

Key Outcome Indicators – cont.

4. Number of investment pool compliance incident reports (Goal 1).

What: The number of compliance incidents reported during a fiscal year.

Why: It measures investment's compliance with State code and the Investment Policy Statement.

2014 Results: Two compliance incidents

2015 Target: Limit non-compliance incidents to zero

How are we doing? One as of June 30, 2015

Other Performance Measures that we may include in Budget (& Goal #)

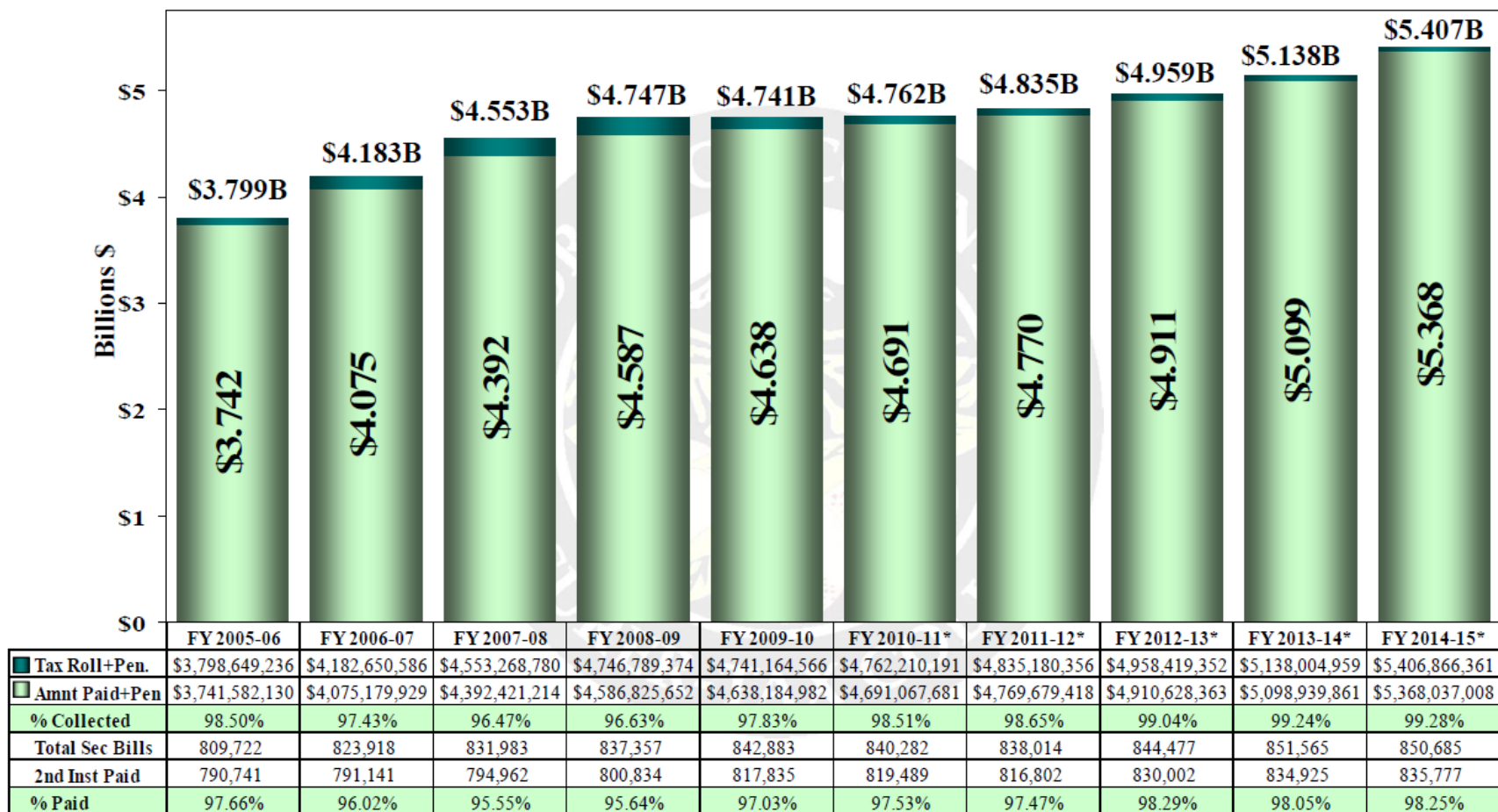
- Collection % - Unsecured Tax Bills (#7)
- % of Delinquent notices of Total Billed (#7)
- # of Incoming calls per Taxpayer Services FTE (#4)
- Avg Wait Time per Taxpayer Services FTE (#4)
- % Increase in subscriptions for payment reminder (#4, 7)
- % Increase in subscriptions for tax auction info (#4, 7)
- % Increase in website views annually (#4)
- % Increase in eCheck payment type – Taxes (#7)
- % Increase in eCheck payment type – Non tax (#7)

Performance Statistics Samples



Current Year Secured Roll

Amount Collected Excluding Penalties & No. Bills Paid June 2015 - Fiscal Year Total

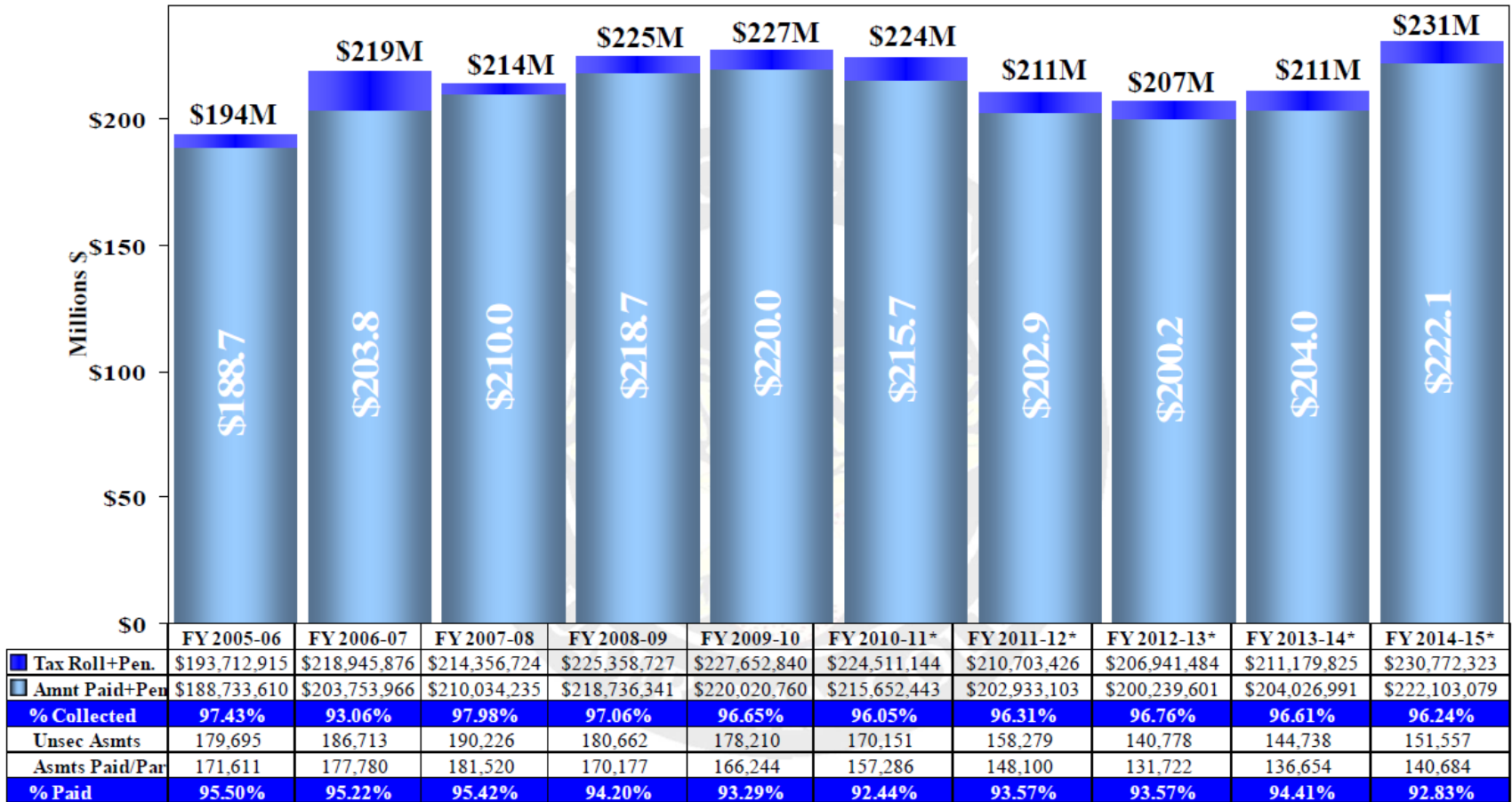


Source: ERMI - Fiscal year-end TC01 secured property tax collection reports dated 7-8-2006, 7-8-2007, 7-5-2008, 7-3-2009, 7-5-2010, 7-2-2011, 7-6-2012, 7-5-2013, 7-3-2014 and 7-3-2015. Annual total amount of secured property tax collected excluding penalties, fees & costs; and the number of second installment bills paid.

*Asterisk indicates certified results.

Current Year Unsecured Roll

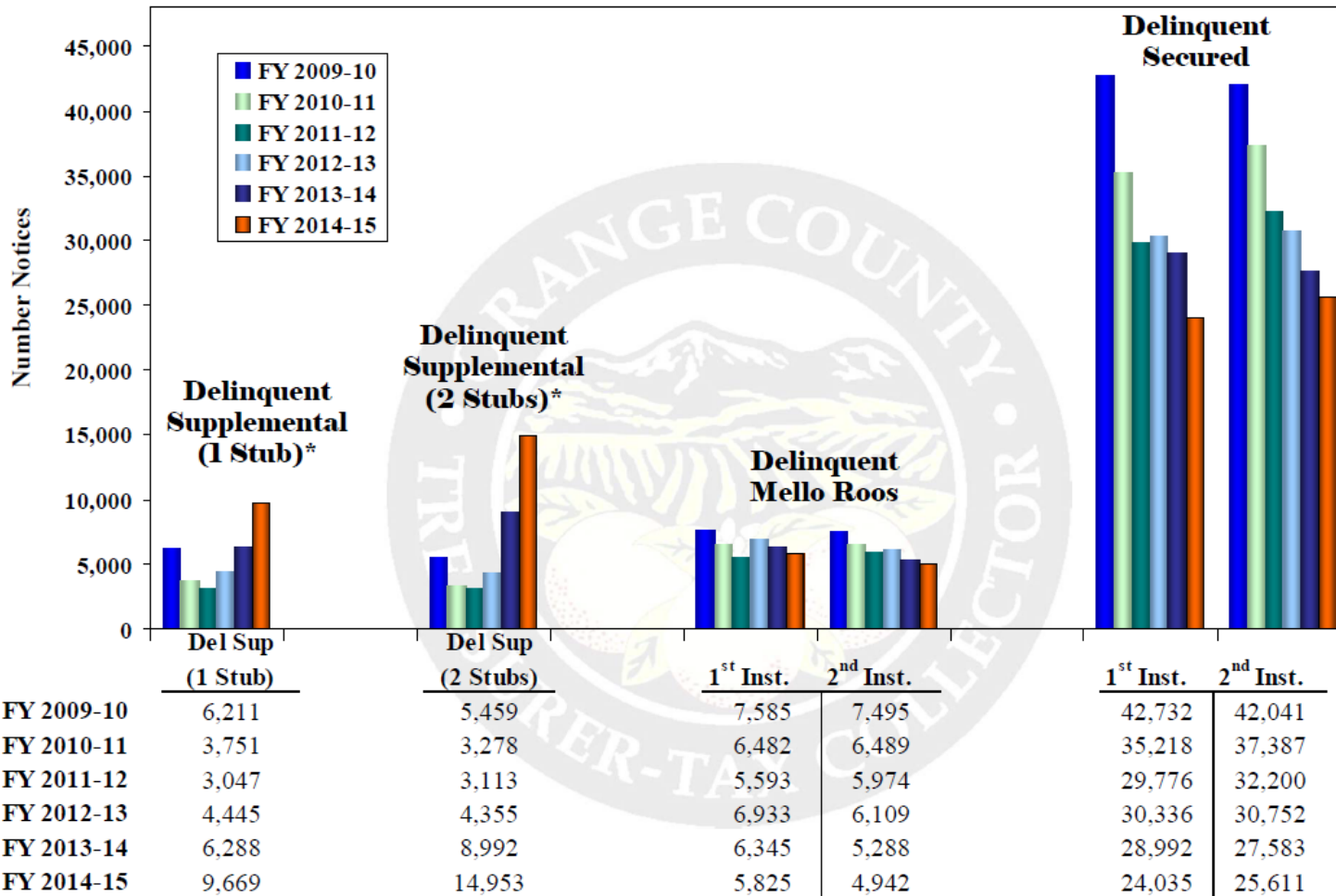
Amount Collected Excluding Penalties & Assessments Paid
June 2015 – Fiscal Year Total



Source: ERMI - Fiscal year end TC18 unsecured property tax collection reports dated 6-7-2005, 6-7-2006, 6-5-2007, 6-9-2008, 6-6-2009, 6-5-2010, 6-7-2011 & 6-18-2011, 6-16-2012, 6-17-2013, 6-14-2014 and 6-13-2015. Current year unsecured property tax collected excluding penalties, fees & costs and number of unsecured assessments paid and partially paid. The number of unsecured assessments does not equal number of unsecured bills. *Asterisk indicates certified results.

Delinquent Notices

Secured, Mello Roos & Supplemental June 2015 - Fiscal Year End

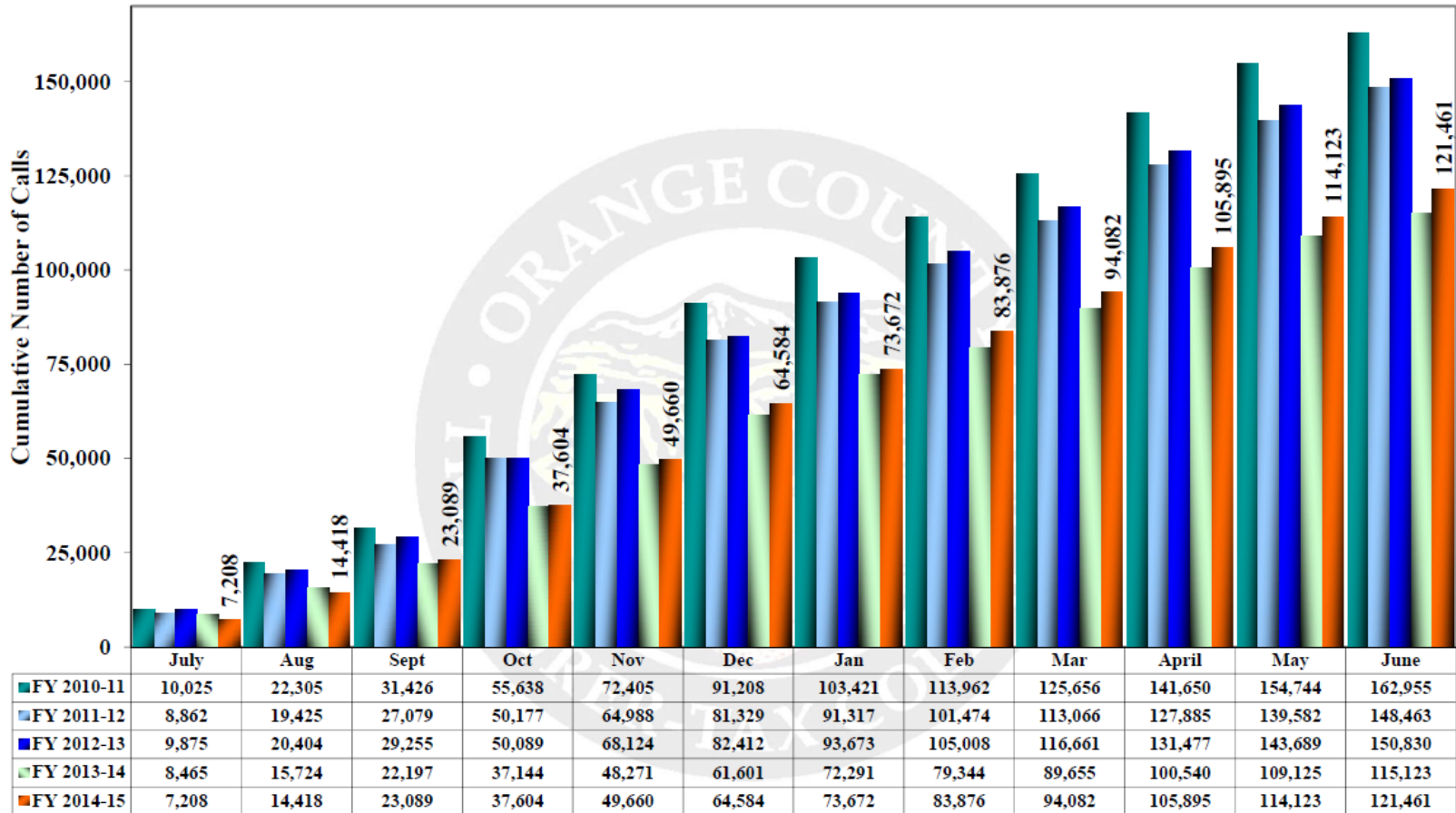


Source: FSSI invoices. Total annual number of notices mailed by type of notice. *Effective January 2014, both the delinquent supplemental 1 and 2 stub jobs were run on a monthly basis. Therefore, all previous fiscal year notice data has been revised – the 1st and 2nd installments were added together to get the annual total.

Taxpayer Services Unit

Cumulative Number Incoming Calls

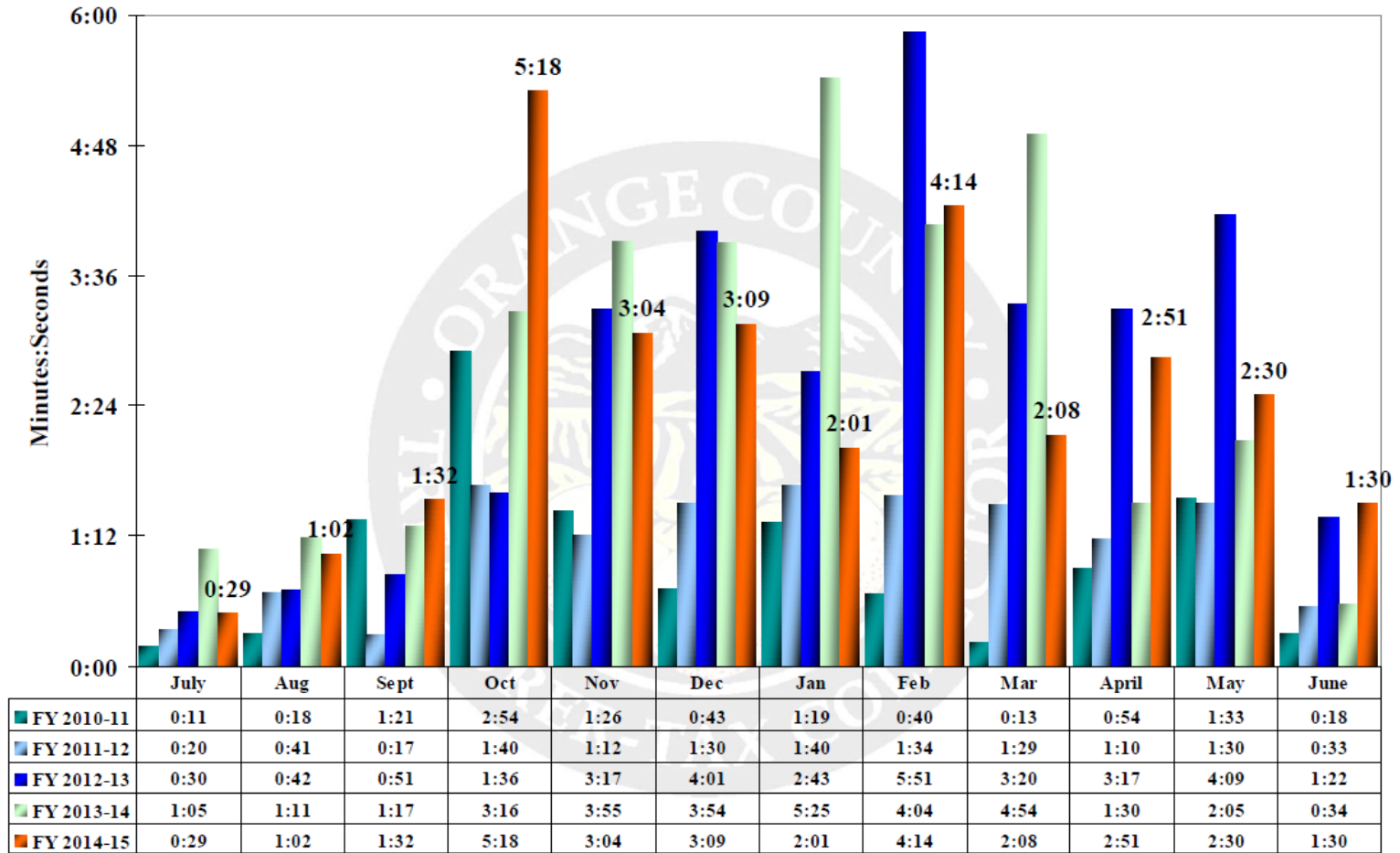
June 2015 – Fiscal Year End



Source: Interactive Voice Response system data.

Taxpayer Services Unit

Average Wait Time by Month June 2015 – Fiscal Year End

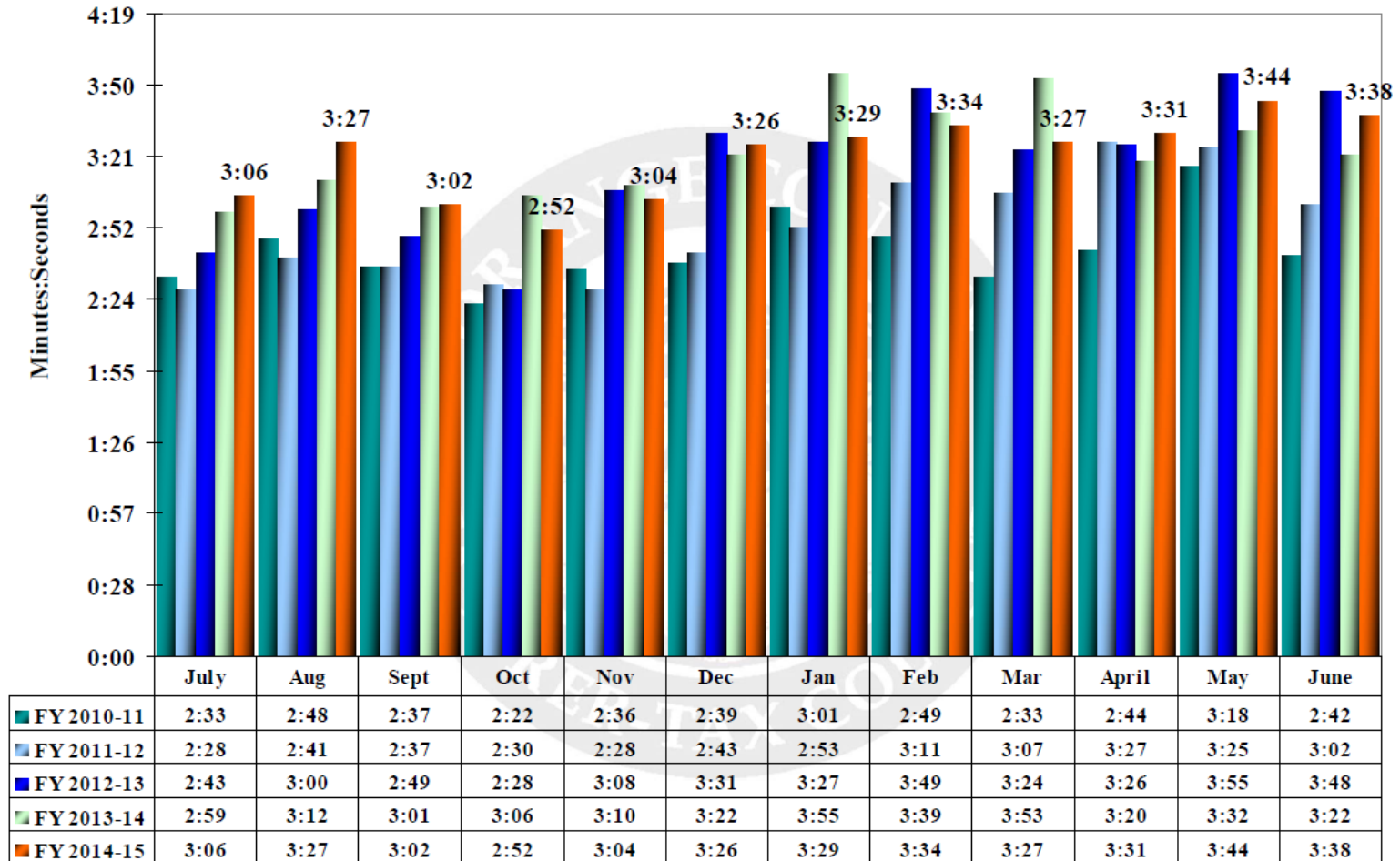


Source: Interactive Voice Response system data.

Taxpayer Services Unit

Average Talk Time by Month

June 2015 – Fiscal Year End



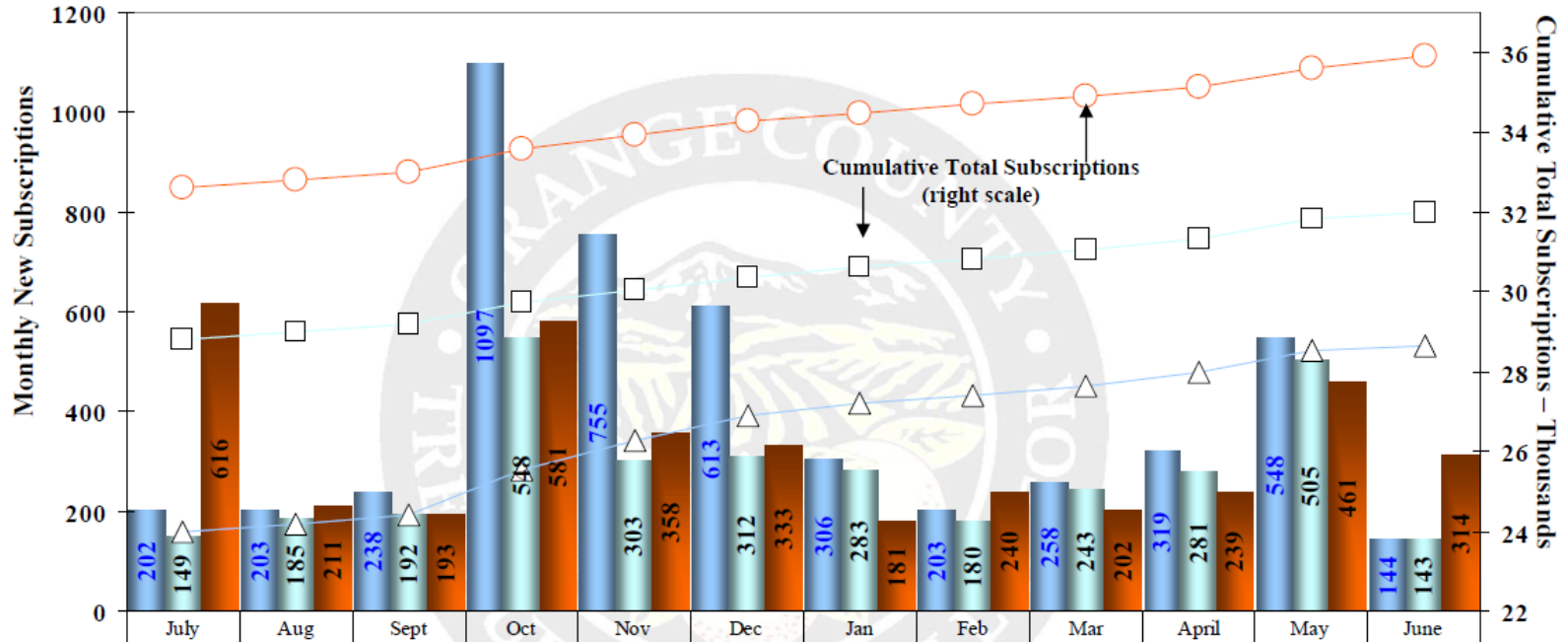
Source: Interactive Voice Response system data.



Treasurer-Tax Collector

Secured Tax Bill Reminder - Net Email Subscriptions

June 2015 - Fiscal Year End



■ FY12-13 Monthly	202	203	238	1097	755	613	306	203	258	319	548	144
■ FY13-14 Monthly	149	185	192	548	303	312	283	180	243	281	505	143
■ FY14-15 Monthly	616	211	193	581	358	333	181	240	202	239	461	314
—△— FY12-13 Cumm	23,980*	24,183	24,421	25,518	26,273	26,886	27,192	27,395	27,653	27,972	28,520	28,664
—□— FY13-14 Cumm	28,813	28,998	29,190	29,738	30,041	30,353	30,636	30,816	31,059	31,340	31,845	31,988
—○— FY14-15 Cumm	32,604	32,815	33,008	33,589	33,947	34,280	34,461	34,701	34,903	35,142	35,603	35,917

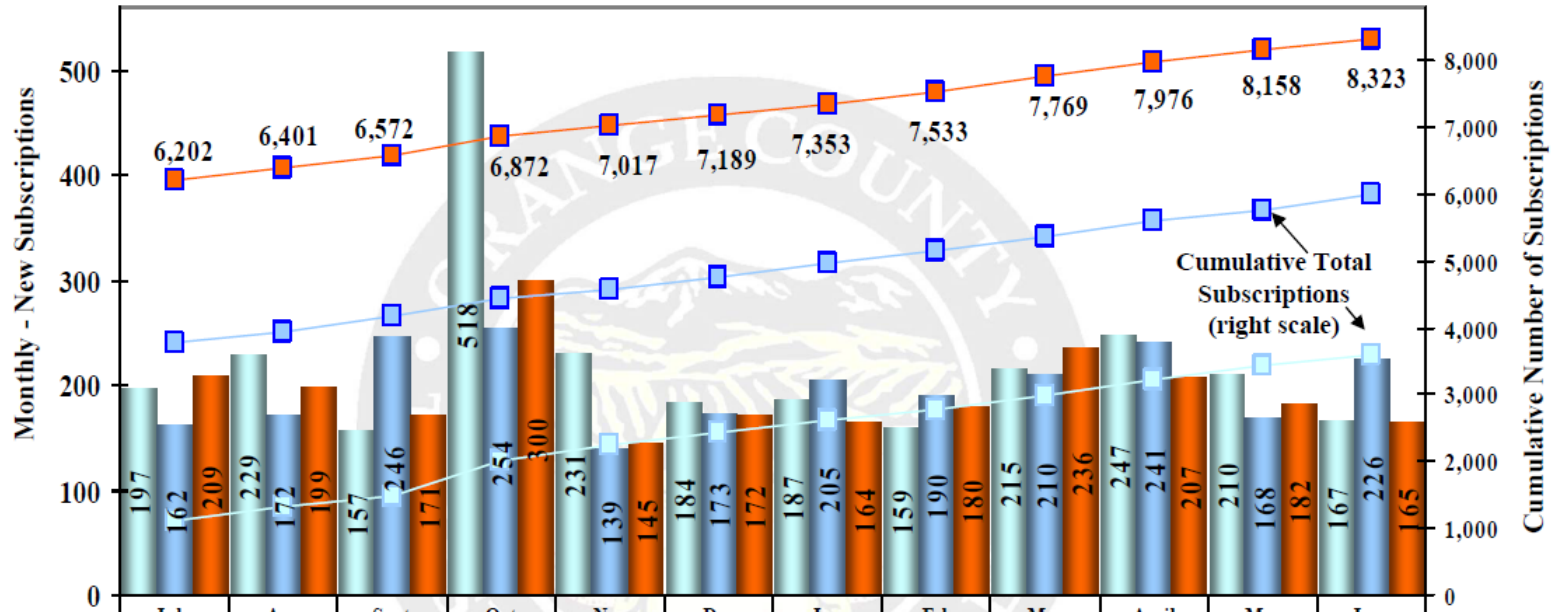
Source: Data provided by TTC IT (GovDelivery.com). *July 2012 cumulative total net subscriptions starting 10-23-06 to 07-31-12.



Treasurer-Tax Collector

Public Auction - Net Email Subscriptions

June 2015 - Fiscal Year End



FY 2012-13 Monthly	197	229	157	518	231	184	187	159	215	247	210	167
FY 2013-14 Monthly	162	172	246	254	139	173	205	190	210	241	168	226
FY 2014-15 Monthly	209	199	171	300	145	172	164	180	236	207	182	165
FY 2012-13 Cumm.	1,103	1,332	1,489	2,007	2,238	2,422	2,609	2,768	2,983	3,230	3,440	3,607
FY 2013-14 Cumm.	3,769	3,941	4,187	4,441	4,580	4,753	4,958	5,148	5,358	5,599	5,767	5,993
FY 2014-15 Cumm.	6,202	6,401	6,572	6,872	7,017	7,189	7,353	7,533	7,769	7,976	8,158	8,323

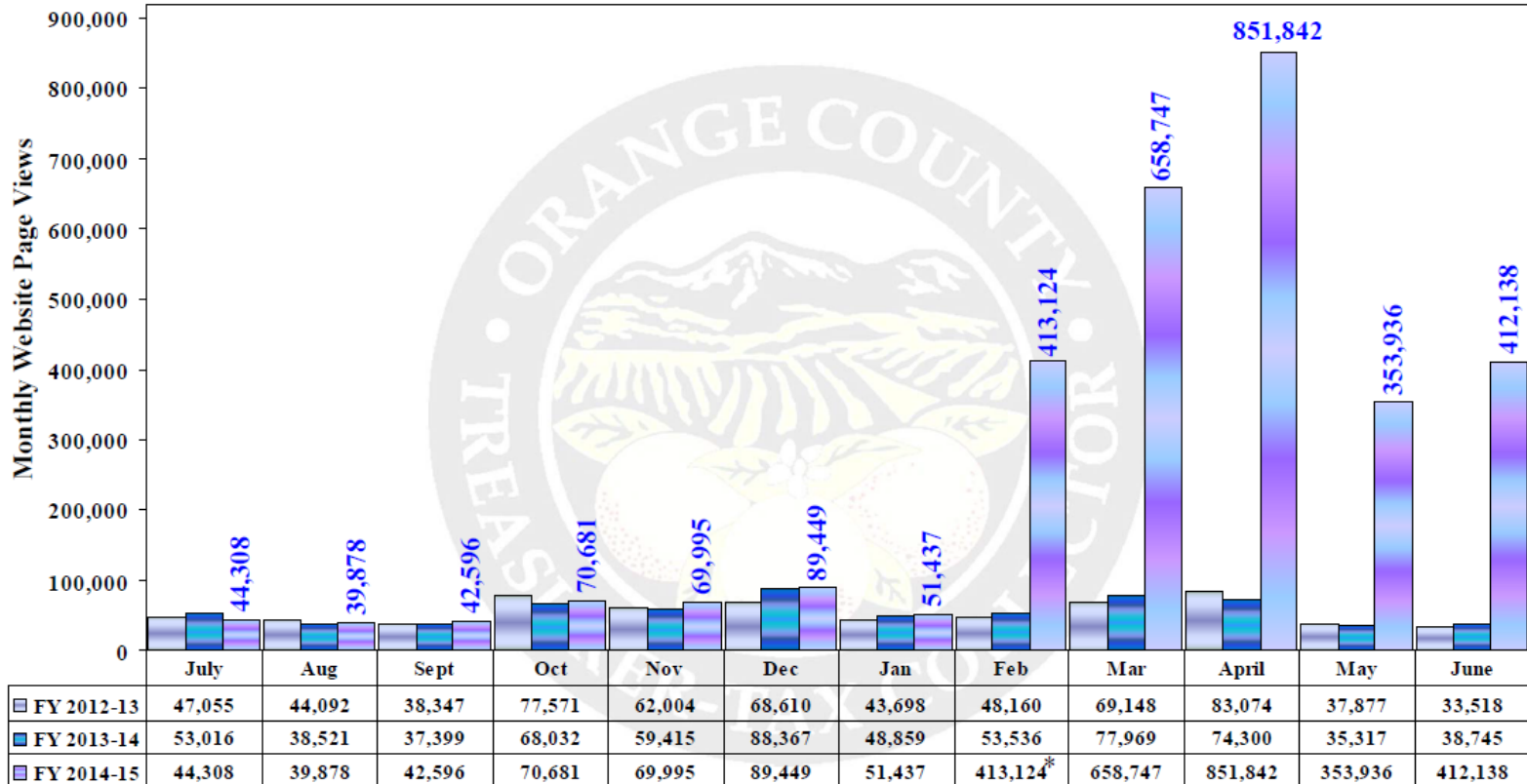
Source: Data provided by TTC IT (GovDelivery.com). Cumulative total and monthly number of active public auction reminder email subscriptions 3-19-2012 through 6-30-2015.



Treasurer-Tax Collector

Website Page Views by Month

June 2015 – Fiscal Year End



Source: Data provided by TTC IT (Google Analytics).

*Beginning February 2015, the number of monthly webpage pageviews will include Treasurer-Tax Collector payment webpage pageviews.

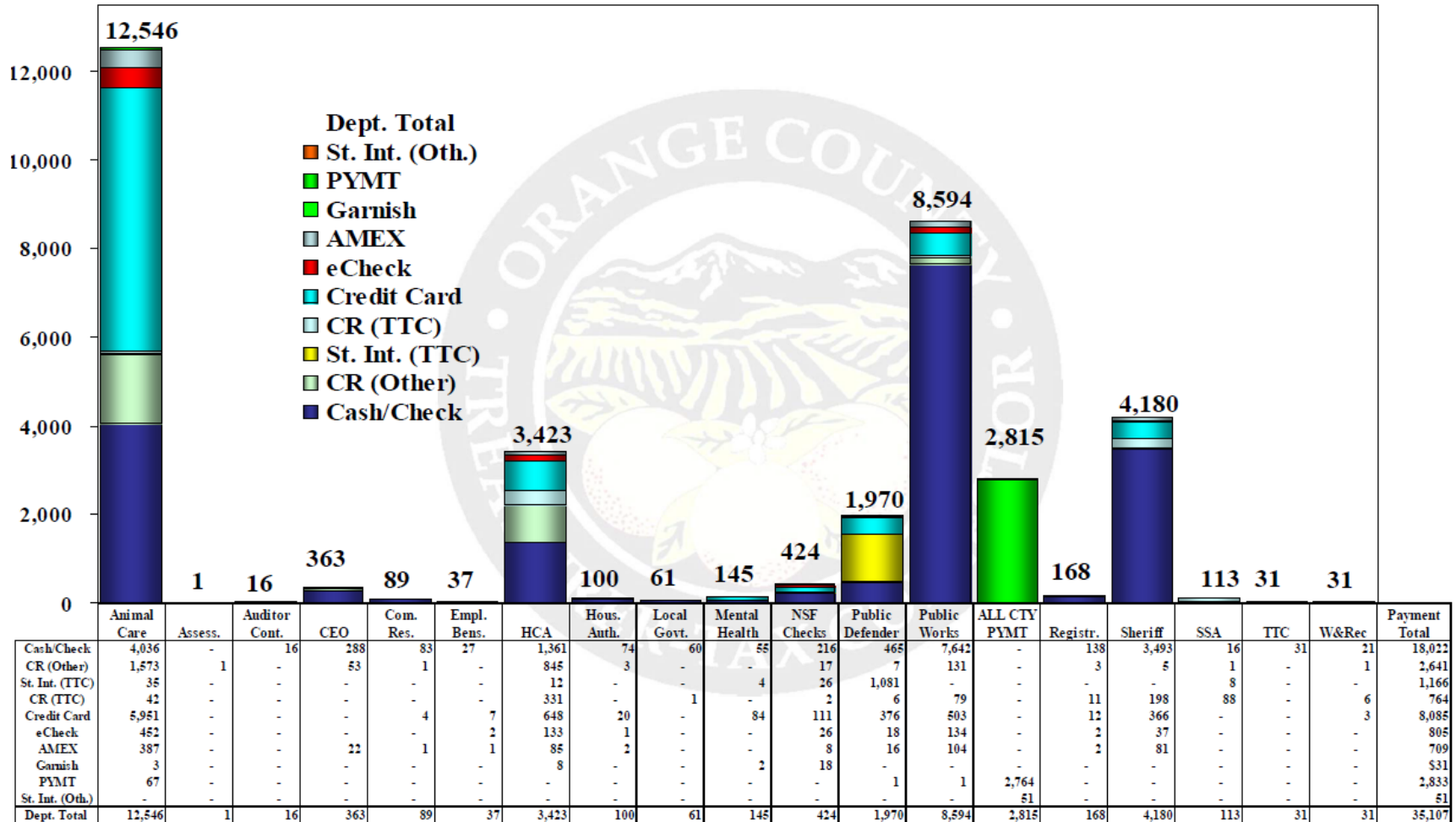
REMITTANCE UNIT & CASHIER
AMOUNTS COLLECTED BY PAYMENT METHOD
June 2015 - Fiscal Year End

	FY 2010-2011	(+/-)	FY 2011-2012	(+/-)	FY 2012-2013	(+/-)	FY 2013-2014	(+/-)	FY 2014-2015	(+/-)
RPS PAYMENTS										
Payment Amount	\$2,713,400,958	-5.7%	\$2,549,764,173	-6.0%	\$2,598,414,725	1.9%	\$2,519,596,208	-3.0%	\$2,581,105,279	2.4%
# of Transactions	1,083,414	-5.2%	980,614	-9.5%	989,903	0.9%	961,255	-2.9%	910,190	-5.3%
TITLE COMPANY WIRES										
Payment Amount	\$32,485,404	12.4%	\$25,469,023	-21.6%	\$24,468,442	-3.9%	\$13,859,498	-43.4%	\$15,011,178	8.3%
# of Parcels	42,897	-3.1%	31,961	-25.5%	49,555	55.0%	50,381	1.7%	50,262	-0.2%
PAID BY EFT										
Payment Amount	\$497,007,529	-4.0%	\$484,526,222	-2.5%	\$494,948,755	2.2%	\$497,511,171	0.5%	\$502,055,227	0.9%
# of Accounts	972	-14.7%	933	-4.0%	900	-3.5%	791	-12.1%	803	1.5%
RECEIVABLE MANAGER										
Payment Amount	\$117,482,445	10.4%	\$123,815,375	5.4%	\$132,337,637	6.9%	\$147,223,349	11.2%	\$170,349,710	15.7%
# of Transactions	51,953	10.8%	53,728	3.4%	56,547	5.2%	57,608	1.9%	67,355	16.9%
CORTAC										
Payment Amount	\$1,439,246,730	45.8%	\$1,344,480,121	-6.6%	\$1,113,338,845	-17.2%	\$1,162,093,133	4.4%	\$1,208,930,227	4.0%
# of Transactions	616,989	50.0%	557,361	-9.7%	445,321	-20.1%	462,092	3.8%	462,462	0.1%
IVR ACTIVITY CR CD										
Payment Amount	\$20,793,452	-5.3%	\$16,623,076	-20.1%	\$12,253,882	-26.3%	\$13,140,701	7.2%	\$11,721,351	-10.8%
# of Transactions	10,597	-9.3%	8,607	-18.8%	6,008	-30.2%	6,527	8.6%	5,865	-10.1%
WEB ACTIVITY CR CD										
Payment Amount	\$115,022,480	-0.5%	\$105,876,454	-8.0%	\$120,356,528	13.7%	\$128,513,788	6.8%	\$143,987,498	12.0%
# of Transactions	51,336	3.0%	43,371	-15.5%	49,710	14.6%	52,455	5.5%	57,474	9.6%
WEB eCheck										
Payment Amount	\$539,113,074	4.3%	\$662,731,987	22.9%	\$764,135,822	15.3%	\$986,879,144	29.1%	\$1,118,387,092	13.3%
# of Transactions	143,136	12.8%	181,151	26.6%	213,146	17.7%	248,908	16.8%	285,932	14.9%
TOTAL CASHIER*										
Payment Amount	\$125,038,390	106.3%	\$102,094,822	-18.3%	\$127,231,418	24.6%	\$110,816,347	-12.9%	\$107,459,472	-3.0%
# of Transactions	39,944	142.3%	40,302	0.9%	39,684	-1.5%	36,807	-7.2%	37,350	1.5%
Checks*										
Payment Amount	n/a	-	\$88,123,337	-	\$112,609,240	27.8%	\$95,542,377	-15.2%	\$91,060,852	-4.7%
# of Transactions	n/a	-	24,631	-	23,954	-2.7%	21,261	-11.2%	21,148	-0.5%
Cash*										
Payment Amount	n/a	-	\$11,207,855	-	\$11,382,068	1.6%	\$11,576,676	1.7%	\$12,642,237	9.2%
# of Transactions	n/a	-	13,875	-	13,592	-2.0%	13,387	-1.5%	13,925	4.0%
Credit Card (initiated 10/2010)*										
Payment Amount	n/a	-	\$2,763,630	-	\$3,240,110	17.2%	\$3,697,294	14.1%	\$3,756,383	1.6%
# of Transactions	n/a	-	1,796	-	2,138	19.0%	2,159	1.0%	2,277	5.5%
GRAND TOTAL										
Payment Amount	\$5,599,590,462	7.0%	\$5,415,381,253	-3.3%	\$5,387,486,054	-0.5%	\$5,579,633,339	3.6%	\$5,859,007,034	5.0%
# of Transactions	2,041,238	10.3%	1,898,028	-7.0%	1,850,774	-2.5%	1,876,824	1.4%	1,877,693	0.0%

Source: Remittance Collection Reports. Amounts collected July 1 to fiscal year-end 2009-10, 2010-11, 2011-12, 2012-13, 2013-14 and 2014-15.
 * Because Cashier - check, cash and credit card records were initiated in October 2010, only a four year comparison of these measures is possible.

Revenue Recovery Unit

Number of Invoices Paid YTD by Payment Method & Agency June 2015 – Fiscal Year End



Source: Revenue & Recovery Unit (YTD Data). Number of invoices paid July 1 to June 30, 2015 by payment method.

Breakout Session

Split into groups

Select a spokesperson

Goals for each group

- How many of you are or are not using performance measures?
- Come up with 3 examples of performance measures.
 - ▣ At least one of which should be original.
 - ▣ Identify the type of performance measure.

Questions?

Links to budgets:

<http://www.co.kern.ca.us/CAO/CountyBudget.aspx?tab=0>

http://bos.ocgov.com/finance/2016WB/p4_frm.htm

<http://www.countyofsb.org/budgetbook/2015>