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Kenneth P. Holmes, Coroner

Law & Science Serving the Community

July 18, 2005

Marin County Civil Grand Jury

Herein is my response to your request of May 23, 2005:

F1. The Managing For Results program is in it's infancy and I believe it would be premature to attempt to gauge it's application or effectiveness at this early date. With 22 departments within the county government it would be impossible to expect uniform commitment to such a wide ranging program.

F2. I expect the timelines will become much more defined as the program unveils.

F3. I'm not clear that goal achievements can be defined by performance measurements. In some departments perhaps more than others this would be very difficult to implement.

- a. I agree
- b. Again, very hard to define in some departments
- c. Some of our county services don't make sense !! But I'm not certain our internal performance indicators for individuals are intended for that purpose. Department performance indicators would be a better avenue.

F4. By definition, the County Administrator cannot be held accountable for program outcomes. His responsibility is to the Board of Supervisors and to provide oversight of the budget and not be involved with the micromanagement of programs from department to department.

F5. If you are referring to the MFR program, I agree.

F6. I agree. Pay for Performance is dangerous, is probably not legally achievable and would be a Pandora's box.

R1. Difficult at best, but I agree

R2. Please see F2, above.

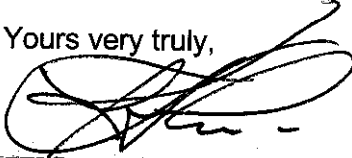
R3. A cumbersome process, to be sure, but achievable.

R4. This cannot always happen, but I agree in concept.

R5. Comparators with other counties of like size (geographically), population, demographics, general income and tax base would be acceptable..... The private sector cannot provide comparators for many departments. I believe this county invests a great deal of time determining if we are doing things right. Much more than some others.

R6. I agree although personally I have not had a problem with timeliness in the past given the requirements for posting public notices, Board approval, etc.

Yours very truly,

A handwritten signature in black ink, appearing to read 'Ken Holmes', written over a horizontal dashed line.

Ken Holmes
Coroner
County of Marin