



King County

Metropolitan King County Council

King County Auditor's Office

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MEMORANDUM

DATE: February 16, 2010

TO: Councilmember Kathy Lambert, Chair, Government Accountability & Operations Committee

FROM: Cheryle A. Broom^{CB} County Auditor
Ron Perry^{RP}, Deputy County Auditor

SUBJECT: 2009 Report of the Performance Management Work Group

The 2009 Report of the King County Performance Management Work Group (attached) indicates that significant progress has been made toward achieving the vision of a countywide strategic planning and performance management and reporting system. The principal accomplishment has been the development of the first countywide strategic plan, which will be transmitted to the council in final form in May 2010.

Council motions dating back to 2003 have supported this effort and the creation of the Performance Management Work Group, convened and facilitated by our office. That work group proposed the vision and mission statements for the countywide framework we have today. It also presented recommendations to the council intended to promote implementation of the framework.

In 2008, the council approved Ordinance 16202 called the performance management and accountability act, which embodied recommendations made by the Work Group. A cornerstone of this legislation is the collaborative participation in the effort by all three branches of county government. This promotes the vision of a countywide and integrated process. Thus, King County's approach may be unique in that other performance-based governments are mostly confined to the executive branch. The recognition received by this project from peers and experts alike is testament to its value and innovation.

The Office of Strategic Planning and Performance Management (OSPPM), created under the County Executive, has worked closely and collaboratively with the advisory Work Group in planning and executing the development of the first countywide strategic plan and a countywide performance report (*AIMs High Performance Report*). These products are reflective of citizens' priorities, community indicators, and King County priorities.

Achievements and Recognition

The 2009 report contains details about the recognition King County has received for its performance management work, such as five consecutive years of recognition by the Association of Government Accountants for the County Executive's AIMS High Performance Report and an award to the Countywide Community Forums program from the International Association for Public Participation.

Public Engagement

Community priorities and public engagement have expanded since the council initiated "Priorities for People" in 2006. Last year, the county surveyed citizens and convened public workshops, including underrepresented communities, and the council-mandated Countywide Community Forums program increased the number of forums and participants in those discussion groups.

Looking Ahead

Throughout 2010 and beyond, the Performance Management Work Group will support future activities such as:

- Implementing the Countywide Strategic Plan,
- Designing the process for development of agency level strategic plans,
- Reviewing county code to determine if improvements are needed
- Promoting integration of performance management into county operations and culture, and
- Promoting linkage of agency plans to the countwide plan and across agencies or branches.

Finally, the Performance Management Work Group will continue to provide an objective forum for monitoring, evaluating, refining, and continually improving the performance-based efforts of the county.

CB:RP:jl

Attachment: 2009 Report of the King County Performance Management Work Group

cc: Metropolitan King County Council Members (KCC)
Dow Constantine, County Executive
Lloyd Hara, King County Assessor
Barbara Linde, Judge, King County District Court
Bruce Hilyer, Presiding Judge, King County Superior Court
Dan Satterberg, King County Prosecuting Attorney
Susan Rahr, Sheriff, King County Sheriff's Office
Performance Management Work Group
Marilyn Cope, Legislative Analyst, Government Accountability &
Operations Committee, KCC

**King County
Countywide Performance Management
Work Group
2009 Report**

Prepared by

Chris Veit

For the King County Auditor's Office

December 31, 2009

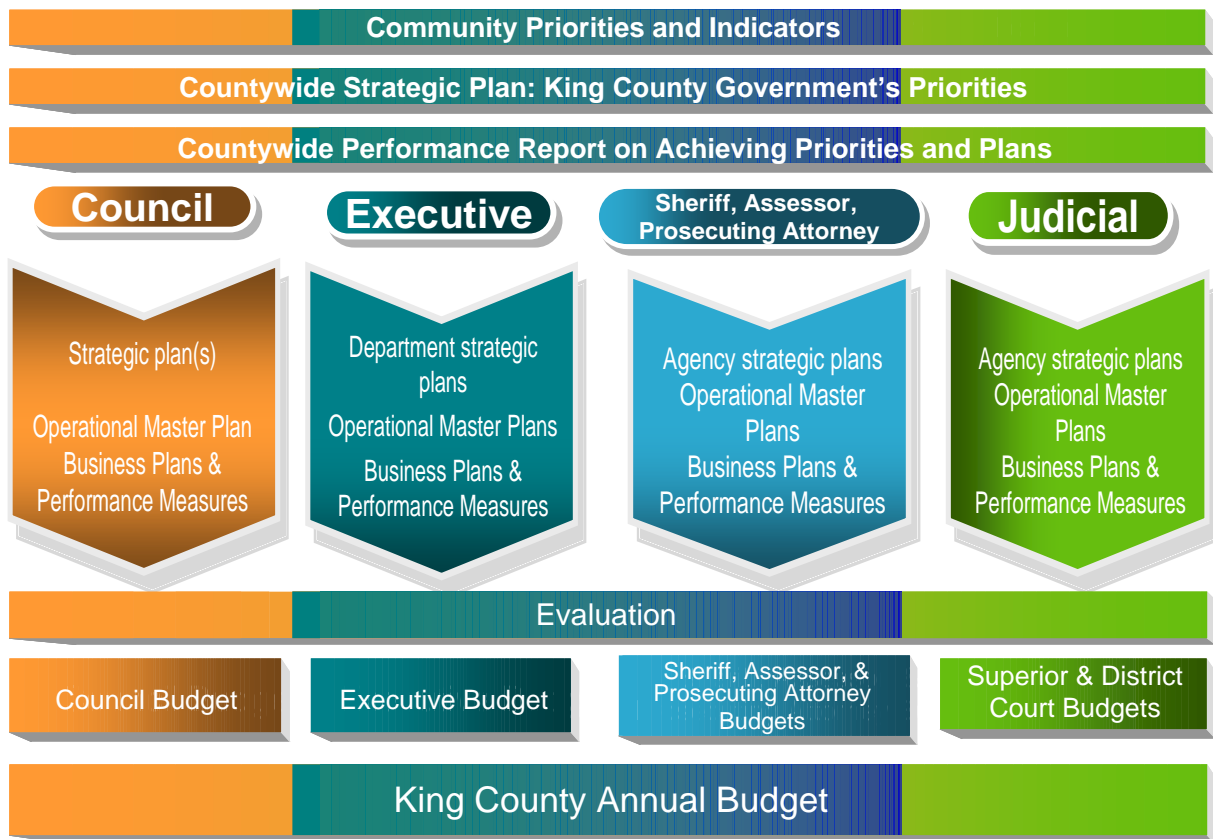


SMG/Columbia Consulting Group

Introduction

In 2009 King County drafted its first Countywide Strategic Plan (<http://www.kingcounty.gov/exec/strategy/StrategicPlan/CountyStratPlan.aspx>) and Performance Report (<http://your.kingcounty.gov/aimshigh/documents/pdf/2008-KC-Aimshigh-scorecard-web.pdf>) as mandated by the King County Council in the Performance Management and Accountability Ordinance passed in July, 2008. Achievement of these important milestones demonstrates tangible progress towards implementing the council's vision of a countywide performance management system described in the ordinance and is illustrated below:

Countywide Performance Management Framework



2/9/10

In 2009, King County made significant headway in establishing the overarching components of the countywide framework that includes citizens' priorities and community indicators, King County priorities, and drafting the countywide plan and performance report. (Please note that the countywide strategic plan is currently in draft form and will be finalized in May 2010 allowing the new executive to participate in the process.) While these are significant accomplishments, there is still much to be done to fully implement the countywide performance management framework. Plans are underway to fully develop council's vision of performance management that includes agency strategic plans and performance measures that are linked to the countywide plan and agency business plans that are linked to the annual county budget.

The county's success is a result of visionary council action that has been supported by the combined efforts of the county's elected officials, the Executive's Office of Strategic Planning and Performance Management (OSPPM), staff and management in every agency and department and the countywide Performance Management Work Group. This report reviews King County Government's 2009 performance management accomplishments and also highlights some of the next steps in the process to be taken in 2010.

National Recognition for Achievements

The county's success in developing the first countywide performance report and draft strategic plan was an achievement that was many years in the making. One might recall that council took the action to improve the county's performance management practices were motivated in part by a 2002 *Governing Magazine* article that gave King County a "C" score on managing for results. In 2009, it is clear that the King County's performance management capabilities have changed dramatically.

For three consecutive years, the Executive's *AIMs High Performance Report* has received the Gold Certificate of Excellence in Service Efforts and Accomplishments awarded by the Association of Government Accountants (AGA). In 2009, the Office of Strategic Planning and Performance Management (OSPPM) continued this tradition of excellence in performance reporting by expanding the scope of the *Executive's AIMs High Performance Report* (<http://your.kingcounty.gov/aimshigh/documents/pdf/2008-KC-Aimshigh-scorecard-web.pdf>) to include all branches of King County Government. The detailed performance report was also supported by a well-conceived Web site and a four-page scorecard that were intended to enhance public engagement and transparency.

King County's proficiency in performance reporting was once again recognized by AGA with the award of the Gold Certificate of Excellence for the fourth consecutive year. The four-page King County Scorecard also earned the Certificate of Achievement in Citizen-Centric Reporting from the AGA.

As well as the recognition received from the AGA, the IBM Center for the Business of Government selected King County as one of three case studies to be included in the report entitled *Moving Toward Outcome-Oriented Performance Measurement Systems* as examples of national best practices in dual indicator-performance measure

reporting. Additionally, representatives from King County have been invited by numerous national and international organizations to share their knowledge and lessons learned from King County's performance management and reporting efforts. Examples of some of the organizations that were interested in sharing the experiences of King County with presentations and articles featured in publications included:

- American Society of Public Administration
- Community Indicators Consortium
- Government Finance Officers Association
- Hyogo Administrative Policy Studies Association (Japan)
- The Performance Institute
- Public Performance Measurement & Reporting Network

In 2009, the Countywide Community Forums (CCF) program, mandated by County Ordinance 15896, also received recognition and was honored as the finalist Project of the Year for the Core Values Award of the International Association for Public Participation (IAP2).

In summary, 2009 was a landmark year for implementing tangible improvements in performance management programs and practices in King County.

Performance Management Accomplishments in 2009

There are currently many efforts underway to improve the county's ability to manage for results. Each effort has momentum and participants are working together in a spirit of collaboration and support. In this section, we briefly mention some of the county's most recent performance management endeavors.

Performance Management Work Group Accomplishments

By direction of the King County Council, the Auditor's Office founded and has facilitated the Performance Management Work Group since 2003. Since then, the Work Group, which has representation from all agencies overseen by elected officials, has played a leadership role in building a sustainable performance-based culture in the county by developing a sense of trust and collaboration among its members in the three branches of county government. The Work Group also provides council with recommendations for code changes that would promote the development of a performance-based culture in the county. In 2008, the framework for performance management recommended by the Work Group became part of county code with the council's enactment of the Performance Management and Accountability Ordinance. In 2009, the Work Group saw much of the groundwork it had laid over the past few years come to fruition with the development of the first Countywide Performance Report and draft Strategic Plan, both mandated by the 2008 ordinance.

In 2009, the Work Group supported the efforts of OSPPM and all participating agencies by providing an efficient forum for gathering countywide input on deliverables, processes and tools that facilitated and expedited the countywide planning and reporting efforts. The Work Group served as a countywide resource

for developing draft vision, mission and guiding principles statements, and consolidating individual analyses of Strengths, Weaknesses, Opportunities and Challenges (SWOC) into a single countywide summary. The Work Group also identified priority issues to be addressed in the strategic plan.

The Work Group actively participated in subcommittees that advised and helped formulate the administration, form and content of the employee survey, community outreach activities, and SWOC analysis process. The Work Group also provided feedback on the first two drafts of the strategic plan.

Going forward into 2010, the Work Group will continue to serve as a focal point for reviewing modifications to the draft strategic plan as the final version of the plan is prepared for submittal to the council in May. The Work Group will also advise efforts to develop agency strategic plans to ensure those plans are consistent with planning guidelines and linked to the countywide plan. Finally, the Work Group will continue promoting integration of and collaboration among the different programs and elements of performance and accountability across the three branches of government.

The Work Group is key in maintaining continuity and ensuring the sustainability of the county's performance management efforts through its support of the continued learning and evolution of the county's planning and performance management efforts. Thus, the Work Group will continue to develop and recommend tools (strategic and business plan guidelines, training programs) and processes (agency and countywide planning and performance reporting processes) to support the county's overall efforts.

Executive Accomplishments

Since 2006, the Executive Branch has made significant advances in performance management with the implementation of programs such as KingStat and the *AIMs High Annual Performance Report* and *AIMs High Web site*. In November 2008, the executive created the Office of Strategic Planning and Performance Management (OSPPM) in response to the Council's Performance and Accountability ordinance mandating the executive to create an office to provide leadership and coordination to support the implementation of the countywide performance management framework.

In its new countywide role, OSPPM became the primary facilitator and author of the first countywide performance report and draft strategic plan. OSPPM accomplished the ambitious deliverable timelines set forth by council with the active support of the elected officials, participation of staff in all agencies, and support from the Performance Management Work Group. One of the most notable aspects of accomplishing this work plan was the massive data collection effort necessary to drive fact based strategy development that included:

- Close coordination with the county's separately elected officials,
- A countywide survey of residents,
- Meetings with leadership of many of the county's 39 cities,

- Countywide Community Forums,
- Public workshops, including workshops with communities that are frequently under-represented in more traditional efforts, and
- An employee survey.

In prior years, the county has reached out to the public to assist in the development of budget priorities. In this robust outreach effort in 2009, the county not only asked citizens for input on what they feel is important, they also asked them to rate the county's performance. The outreach efforts sought to "engage" citizens in a two-way conversation to help citizens and the county work together to accomplish common objectives.

All the data collected was distilled in the Strength, Weaknesses, Opportunities and Challenges Analysis (SWOC) that involved representatives from all branches of government and then was summarized by the Performance Management Work Group. The SWOC analysis and information from other planning documents formed the basis for developing the two drafts of the Countywide Strategic Plan. A final version of the plan will be submitted to the council in May 2010, thus allowing the new county executive to be involved in the final product.

As mentioned above, even with these ambitious 2009 timelines, the *AIMs High Performance Report* published in June 2009 received the AGA's Gold Certificate of Excellence in Reporting Service Efforts and Accomplishments. The related four-page King County Scorecard also earned the Certificate of Achievement in Citizen-Centric Reporting from the AGA. This demonstrates that OSPPM and the county were able to deliver these key performance management deliverables within a tight timeline without sacrificing quality.

In addition to the accomplishment of OSPPM, it is important to note advancements in performance management that have been achieved by individual departments in addition to their active participation in the countywide performance report and strategic plan. Some departments such as the Department of Development and Environmental Services have already developed a departmental strategic plan. Executive departments continue to improve the business plans submitted as part of the budget process annually. These business plans include performance measures that are increasingly used as means of demonstrating accountability and tools for managing operations and will continue to evolve as planning and performance management capabilities grow.

Accomplishments by the County's Separately Elected Officials

The county's separately elected officials contributed to the advancement of strategic planning and performance management in several ways.

In addition to participating in the countywide performance management Work Group and contributing staff time for data collection and supporting the strategic plan Strengths, Weaknesses, Opportunities and Challenges analysis, the separately elected officials in all branches of government came together to

develop the first common mission, vision and guiding principles for the county. Their active participation is critical going forward as the King County Strategic Plan is refined and performance measures are added to create accountability for performance.

These activities are added to the ongoing efforts to improve business and strategic planning and performance reporting at the agency level. In 2009, all agencies submitted business plans as part of the budget process. The Superior Court developed a five-year strategic plan. Prior to that, the Sheriff's Office completed its strategic plan.

Soon all agencies will be required to develop strategic plans that are linked to the Countywide Strategic Plan in order to ensure that those efforts support the achievement of the county's overall goals at an operational level.

Public Engagement through Surveys, Workshops, and Citizen Forums

In 2009, countywide public engagement further expanded from efforts that began in 2006 with council's "Priorities for People," which articulated priorities for the development of the 2007 and 2008 county budgets. To help inform the strategic plan, the OSPPM conducted a statistically valid random sample survey of county citizens. In addition, OSPPM convened public workshops in locations across the county, involving communities that are frequently underrepresented in more traditional outreach efforts.

The Countywide Community Forums (CCF) program, mandated by county ordinance, expanded outreach to the public that began to engage citizens during a first round of community forums in 2008. In 2009, three more rounds were organized for a total of 129 forums attended by 863 people. These forums continued to gather public input on citizen priorities and explore issues of countywide concern such as public safety and government performance. The third round of forums held in May/June 2009 directly supported the countywide strategic planning effort by contributing additional insights into public values and perceptions of King County's performance.

Recommendations for Next Steps

King County can rightfully claim a successful record of accomplishment made in 2009 that contribute to the implementation of a sustainable framework and culture of performance and accountability. These accomplishments were achieved in large part due to the momentum created by a unified effort that included all branches of government.

Credit is due to the support provided by council and all the elected officials, the tireless efforts of the OSPPM and the Performance Management Work Group, facilitated by the Auditor's Office. While it is an occasion to celebrate, the Work Group has already conducted a debriefing of the first year of implementation of the countywide performance management framework and is assessing how to finalize the county's strategic plan and make improvements in the strategic planning process for the county as a whole and for individual agencies.

The Performance Management and Accountability Ordinance mandated that the Performance Management Work Group role in supporting future steps include:

- Support for the implementation of the Countywide Strategic Plan
- Support designing the process for implementing the agency level strategic plans
- Review legislation to determine if changes need to be made to code.

In addition to these tasks, the Work Group sees many opportunities for contributing the collective expertise and experience of its members to enhance and continually improve King County's performance management capabilities. Specifically, the Work Group recognizes that there is still much to be done to integrate performance management into the daily operations and the culture of the county. The Work Group plans to explore the many tactical issues that need to be addressed to ensure that agency strategic plans are linked to the countywide plan and phased in appropriately to work within the resource limitations of county government. Implementation of the agency strategic plans should be sensitive to agency needs, but also must maintain momentum and the schedule for implementing the countywide performance management framework set forth by council.

The Work Group recognizes the importance fostering a culture of managing for results and will seek to contribute to this effort. Employee engagement as an ongoing process will help to promote performance management at every level in the county so that the strategic plan is meaningful to the county's front line employees.

The Work Group proposes to work towards enhancing cross-branch, agency and department collaboration to improve the effectiveness and efficiency of strategy development and implementation. Multi-agency partnerships in the past such as the law, safety and justice collaborations that led to dramatically reducing jail populations need to be promoted and integrated in to the countywide strategic planning and performance management system. The Work Group's broad representation provides an ideal setting for promoting and developing practical collaborative efforts.

Going forward, the Work Group will also seek to build on collaboration with the public that provided valuable input to the draft countywide strategic plan. Meaningful public engagement should be an integral and continuous part of the countywide and agency strategic planning process particularly as performance measures and targets are being developed.

Finally, the Performance Management Work Group will continue to provide an objective forum for monitoring, evaluating, refining and continually improving the performance-based efforts of the county. The Work Group plans on identifying and monitoring how strategic planning and performance management benefit the county and community. It will continue to advise council on how to support these efforts to build on the successes the county has already achieved.

The council has requested the Work Group to provide recommendations in 2010 for any needed changes in the Performance and Accountability Act, based on the experience of implementing the countywide strategic plan and individual agency strategic plans.

Summary and Acknowledgements

In summary, the Performance Management Work Group appreciates the support given by the council, the executive, and all the county's separately elected officials to improve strategic planning, performance management and reporting, and citizen engagement in King County. It looks forward to the challenges ahead in realizing the county's performance management vision.

We would like to acknowledge the efforts of the 2009 Work Group members.

Work Group Member	Role	Agency/Department
Cheryle Broom	Chair	Auditor's Office
Teresa Bailey	Member	Department of Judicial Administration
Sid Bender	Member	Executive's Office - Office of Management & Budget
Elissa Benson	Member	King County Executive's Office – Office of Strategic Planning and Performance Management
Pam Bissonette	Member	Executive's Office
Tom Bristow	Member	Metropolitan King County Council
James Bush	Member	Department of Transportation - Deputy Directors Office
Bob Cowan	Member	Executive's Office - Office of Management & Budget
Tricia Crozier	Member	District Court
Erin Ehlert	Member	Prosecuting Attorney's Office
Larry Evans	Member	Metropolitan King County Council - District 2
Stephanie Findley	Member	Department of Elections
Richard Gelb	Member	Department of Natural Resources and Parks - Finance and Administration Unit
Beth Goldberg	Member	Executive's Office - Office of Management & Budget
Ian Goodhew	Member	Prosecuting Attorney Office
Bill Greene	Member	Department of Transportation - Deputy Directors Office
Pat Hamacher	Member	Metropolitan King County Council
Ruth Harvey	Member	Department of Transportation – Road Services Division
Sherril Huff	Member	Department of Elections
Kathie Huus	Member	Department of Public Health
Michael Jacobson	Member	Executive's Office -Office of Strategic Planning and Performance Management
Fred Jarett	Member	Executive's Office – Operations
John Klein	Member	Office of Information Resource Management -IT Governance
Shawn Ledford	Member	Sheriff's Office
Kendall LeVan	Member	Executive's Office -Office of Strategic Planning and Performance Management

Work Group Member	Role	Agency/Department
Marty Lindley	Member	Department of Community and Human Services - Director's Office
Jeannie Macnab	Member	Executive's Office -Office of Strategic Planning and Performance Management
Leesa Manion	Member	Prosecuting Attorney Office
Rochelle KcKenzie	Member	District Court - West Division, Seattle Courthouse
Barbara Miner	Member	Department of Judicial Administration
Kate Moriarty	Member	Office of Information Resource Management - Service Development
Kimberley Number	Member	Metropolitan King County Council - District 8
Ron Perry	Member	Auditor's Office
Debra Prins	Member	Department of Assessments
John Resha	Member	Metropolitan King County Council
David Reynolds	Member	Superior Court - Superior Court Administration
Toni Rezab	Member	Adult & Juvenile Detention
Linda Ridge	Member	Superior Court
Paul Sherfey	Member	Superior Court
Chantal Stevens	Member	Auditor's Office
BrynDel Swift	Member	Metropolitan King County Council - District 4
Chris Veit	Facilitator/ Consultant	SMG/Columbia Consulting Group
Lisa Voight	Member	Executive's Office -Office of Strategic Planning and Performance Management
James Walsh	Member	Executive's Office – Office of Management and Budget
Stephanie Warden	Member	Department of Development and Environmental Services
Caroline Whalen	Member	Department of Executive Services
Karen Wolf	Member	Executive's Office -Office of Strategic Planning and Performance Management
Dennis Worsham	Member	Department of Public Health - Community Based Public Health Practice