King County Auditor's Office
Cheryle A. Broom, King County Auditor
King County

Performance Management Best Practice Review

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February 22, 2013
Report No. 2013-01

Executive Summary

Through an analysis of 12 jurisdictions, this review identified performance management best practices. We documented jurisdictions that align their goals to the budget; incorporate stakeholder engagement at the strategic planning, performance measure and target selection levels; and achieve cross-branch participation. The report also identifies how some jurisdictions promote sustainability of their performance management and accountability systems.

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MEMORANDUM

DATE: February 22, 2013

TO: Performance Management Action Team
Performance Management Interbranch Group

FROM: Cheryle A. Broom, King County Auditor

SUBJECT: Performance Management Best Practice Review

Attached is the Performance Management Best Practices Review conducted by our office per Ordinance 17410. The purpose of the review is to provide the Performance Management Action Team (PMAT) and the PMAT Interbranch Group examples of practices that inform the development of recommendations on models to advance King County's performance management and accountability system (PMAS).

Emphasis is on how the governments we reviewed establish strategic priorities or goals, measure their progress, align goals to the budget, and provide for transparency and accountability in their systems. Although their organizational arrangements vary, both the legislative and executive branches are involved. Sustainability is supported by legislative mandates, training for elected officials and an institutionalized performance management culture.

Our research is not an in depth evaluation of the effectiveness of these other models; nor is it a comparative assessment of what constitutes the best practices in the industry. Nevertheless, of the many jurisdictions we surveyed, the 12 highlighted in this report offer relevant insights on PMAS systems and the roles of elected officials in leading them.

Chantal Stevens, Performance Management Analyst, led this review under the supervision of Cheryle Broom. Please contact Chantal at 206-296-0801 or me at 206-296-0382 if you have any questions about this report. We look forward to continuing to provide technical support as the county advances its performance management and accountability system.

cc: Metropolitan King County Councilmembers
Fred Jarrett, Deputy County Executive, King County Executive Office
Michael Woywod, Chief of Staff, MKCC

King County Auditor's Office
Cheryle A. Broom, King County Auditor
King County

Performance Management Best Practice Review

Report Highlights

February 22, 2013
Report No. 2013-01

Purpose

Ordinance 17410, establishing a performance management action team (PMAT) to connect agency performance and budgeting to the King County Strategic Plan goals and priorities, requested the Auditor's Office to produce a best practices memorandum as one of the resources available to support the PMAT's work.

Key Findings

Not all reviewed jurisdictions developed a formal strategic plan, but usually have in place a two-tier system of goals. Top tier goals and priorities are identified with formal input from the community and have a longer timeframe than the second tier goals.

The budget documents highlight the goals and strategies and connect elements of the budget to performance measures at the strategy, initiative, goals, or department level. Several jurisdictions use some version of zero-based budgeting to prioritize or evaluate programs and services.

Retreats are used by the legislative body, sometimes in connection with the executive branch, as a mechanism to deepen its understanding of issues, trends, and priorities, and translate that knowledge into goals, priorities, measures, or target.

The legislative branch employs different methods to engage in oversight of the performance management system: e.g., participation on goal-level performance forums; creation of a legislative sub-committee for each of the organization's goals; and participation, along with the executive branch, and occasionally stakeholders, on a committee appointed to provide oversight or evaluation.

Timing the goal setting process with election cycles increases buy-in and sustainability, as does providing systematic training to newly elected officials on the performance management system.

An integrated data management system can increase buy-in throughout the organization, sustainability of the process, and transparency.

Formally appointed groups of citizens, subject matter experts, or a mix of internal and external stakeholders, provide advice and perspective at the strategic or goal-level planning levels and can play an important role in helping the government identify potential issues, while also increasing transparency.

Table of Contents

1. Introduction 1

2. Summary of Findings 2

Appendices 10

Albuquerque, NM 11
Bellevue, WA 14
Charlotte, NC 15
Coral Springs, FL 17
Maricopa County, AZ 19
State of Maryland 21
Mecklenburg County, NC 23
Miami-Dade County, FL 26
Minneapolis, MN 29
Prince William County, VA 31
Snohomish County, WA 34
Commonwealth of Virginia 36

Performance Management Action Team (PMAT)

Councilmember Larry Gossett, Council Chair
Councilmember Julia Patterson, Chair, Committee of the Whole
Councilmember Joe McDermott, Chair, Budget & Fiscal Management Committee
King County Executive Dow Constantine

PMAT Interbranch Group

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Elissa Benson, Deputy Director, OPSB, KCEO
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Alternative Formats Available Upon Request

1. Introduction

The Auditor's Office undertook a general review of best practices in performance management among governments, focusing on the alignment between planned goals and the budget, and accountability between branches and throughout the organization while keeping an eye on transparency and sustainability of the process. The research was narrowed to 12 jurisdictions (five cities, five counties, and two states) that are widely recognized for elements of their performance management system.

For this review, best practices are noteworthy features, usually unique to that system, that appear to play a role in the operation of the government's overall performance management and accountability system or of a key element of the system. Although these best practices were largely verified through research and interviews, we did not evaluate their effectiveness given the timeline for this review.

The best practices are summarized in the Summary of Review section. Details about the performance management system approach for each jurisdiction are included in the appendix.

2. Summary of Review

Budget Strategic Goal Alignment

In most cases, the governments we reviewed have in place a strategic plan with goals or priorities (e.g., desired conditions and key intended outcomes) or a two- or three-tier system of priorities and strategies. The top tier goals or priorities are usually long term (10 or more years), outcome-based, and identified with strong input from the community, often through an appointed committee of community members or a mix of officials and stakeholders. In some cases, the committee maintains an on-going advisory role to the performance management system. Second- and third-tier goals are shorter term (one to five years), with more concrete strategies and associated performance measures. Those goals/priorities provide a framework for at least one section of the budget document. For most of the selected jurisdictions, the budget document demonstrates some alignment with the jurisdiction's higher-level goals or priorities and with associated performance measures.

For most reviewed jurisdictions, budget documents, either on paper or online, are likely to include the following:

- Long-term, entity-wide strategic goals that provide the context for decisions within the annual budget, and an explanation of how those goals were chosen.
- Action plans or strategies on how the goals will be achieved.
- Tables summarizing revenues, expenditures, staffing, and other financial data for the previous three to five years, including budget and actual, for each goal.
- Measures of progress toward accomplishing the mission, goals, and strategies. Those measures are typically identified as input, output, and outcome measures.
- Measures often include a narrative that provides context for understanding the relationship between cost and efficiency.

Several jurisdictions use a version of Budgeting for Results/Budgeting for Outcome, or zero-based budgeting, where a completely or partially new budget is created for each budget cycle based on results or outcomes that are prioritized for resource allocation generally based on community priorities. Performance or effectiveness analyses of some or all programs and services are conducted before or between budget cycles. Measures of progress are used to monitor and communicate results.

In some jurisdictions, leadership teams oversee planning, implementation or resource allocation by goals or focus areas and may use external resources,

such as groups of subject matter experts or existing commissions, to advise the leadership teams.

Cross-branch Participation

Some of the reviewed organizations demonstrate productive and sustained involvement by the executive and legislative branch at different levels of their established performance management system. Not all noted best practices are fully comparable or applicable to King County, because over half of the jurisdictions reviewed functioned under the council-manager type of government where the council is the main elected body and, in some cases, has executive duties.

In all reviewed cases, the strategic plan, goals, or strategic priorities are approved by the council (or comparable elected legislative body). The degree by which the legislative branch initiates or participates in the development of the goals or priorities varies widely among the reviewed governments. In council-manager type of governments, the legislative body occasionally initiates the development of the goals or priorities. Several jurisdictions have in place a joint process to develop those goals or priorities.

In a few cases, the legislative branch holds retreats to understand or review performance results, or to set or reaffirm priorities. Several jurisdictions time strategic or goal planning with election cycles to ensure that the product reflects the current elected officials' priorities.

Based on subcommittee assignment, councilmembers can participate in performance review meetings. By matching legislative subcommittees to each of the jurisdiction's focus areas, council members can become more completely engaged in priority setting and oversight.

Multi-level, Cross-branch Accountability

Many reviewed organizations have in place oversight and evaluation mechanisms at key levels of their performance management system that distribute accountability of the process across the branches and up and down the implementation chain. In most cases, the accountability occurs within the executive branch among the departments and the executive head of the government. This can take the place of performance forums by department or by strategic area.

All governments use performance measurement that usually differentiates and identifies inputs, outputs, and outcomes to track progress, sometimes using a centralized, integrated system that may be partially open to the

public. Several governments assess accountability at the employee level with evaluations and sometimes incentive programs. Targets, when they exist, are proposed by the departments and usually approved by the legislative body.

Additional controls can be provided internally by an audit office and externally by a group of stakeholders, or a combination of stakeholders and elected officials.

Through their membership in the International City/County Management Association (ICMA), several jurisdictions benchmark their performance against that of peer jurisdictions.

Transparency/ Openness

Reviewed organizations employ different mechanisms to make the performance management process clear and accessible to stakeholders inside and outside the organization. They vary widely in the extent to which and how they involve the community in the selection, prioritization, and/or implementation of goals, priorities, or measures. Most of them provide a large amount of performance management-related data for stakeholders on their websites.

Most reviewed jurisdictions have in place a formal process to involve external stakeholders, usually through an appointed committee. They also use large scale gatherings of community members to develop vision or to advise on progress.

Sustainability

The reviewed governments do not have any unique methods to ensure the continuity of the performance management system over the course of political and administrative cycles. Several jurisdictions have in place legislative mandates related to their performance management systems. They may also provide training for their elected officials, sometimes as part of a newly elected member's orientation process, in either or both executive and legislative branches to ensure buy-in and continuity. Many governments or entities feel that because sufficient support exists within the leadership and staff, the performance management systems are unlikely to erode.

2. Summary of Review

Exhibit A: Statistical Information by Jurisdiction

Government	Type of Government	Relative Size	Operating Budget	# of Employees	Population
Albuquerque, NM	Council/Mayor	Largest city in NM	$475M/Annual	5,880	552,804
Bellevue, WA	Council/Manager	5th largest city in WA	$1.287B/Biennial	1,229	130,200
Charlotte, NC	Council/Manager	Largest city in NC	$1.12B/Annual	6,844	751,087
Coral Springs, FL	Commission/Manager	4th largest city in Broward County, FL	$151.8M Annual	771	123,338
Maricopa County, AZ	Board of Supervisors/County Manager	Largest county in AZ	$2.278B/Annual	12,800	3,880,224
State of Maryland	Governor/ General Assembly		$32B/Annual		
Mecklenburg County, NC	Commission/Manager	Largest county in NC	$1.43B/Biennial	5,268	955,373
Miami-Dade County, FL	Executive Mayor/ Commissioner/County Manager	Largest county in FL and seventh largest in US	$4.311B/Annual	25,903	2,496,435
Minneapolis, MN	Council/ Mayor	Largest city in MN, seat of Hennepin County	$1.085B/Biennial	3,661	387,753
Prince William County, VA	Board of Supervisors/ County Executive	3rd largest jurisdiction in Virginia; one of the highest income counties in the US	$1.876B/Annual	3,714	402,002
Snohomish County, WA	Executive/ Council	3rd largest county in Washington	$728M/Annual		722,400
Commonwealth of Virginia	Governor/ Legislature	12th largest state for population	$85B/Biennial		8.2 M

2. Summary of Review

Exhibit A: Statistical Information by Jurisdiction

Government	Website	Strategic Plan/ Measurement	Transparency Page	Legal Mandate
Albuquerque, NM	cabq.gov/	Progress reports: http://www.cabq.gov/abq-view/progress-reports Dashboard: http://www.cabq.gov/abq-view/abq-dashboard/ Vision, goals, and desired community conditions: http://www.cabq.gov/progress/introduction-and-use-of-this-report/vision-goals-and-desired-community-conditions	On cabq.gov	2001 amendment to the 1994 Budget Ordinance: http://cabq.legistar.com/LegislationDetail.aspx?ID=1256869&GUID=364D17DA-E686-4C00-AC34-8DCDDA525ED8&Options=ID%7cText%7c&Search=budget+ordinance
Bellevue, WA	ci.bellevue.wa.us	Performance Measures report: http://www.ci.bellevue.wa.us/pdf/Finance/2011_Bellevue_Performance_Measures_Final_Report_Print_Copy_.pdf		
Charlotte, NC	charmeck.ci.charlotte.nc.us	http://charmeck.ci.charlotte.nc.us/CITY/CHARLOTTE/BUDGET/Pages/Performance%20Management%20and%20Strategic%20Planning.aspx		
Coral Springs, FL	Coralsprings.org	http://www.coralsprings.org/Publications/Budget_FY2012/StrategicPlan2012-2013.pdf http://www.coralsprings.org/StateoftheCity/2011/StateoftheCityReport2011-Issuu.pdf		
Maricopa County, AZ	Maricopa.gov	http://www.maricopa.gov/strategicplan/	http://www.maricopa.gov/openbooks/	
State of Maryland	Maryland.gov	Goals: https://data.maryland.gov/goals		Joint Committee on Transparency and Open Government http://mgaleg.maryland.gov/2011rs/bills/hb/hb0766f.pdf
Mecklenburg County, NC	charmeck.org/mecklenburg/county	http://charmeck.org/mecklenburg/county/CountyManagersOffice/OMB/Pages/default.aspx	http://charmeck.ci.charlotte.nc.us/mecklenburg/county/CountyManagersOffice/OpenMeck/Pages/Default.aspx	
Miami-Dade County, FL	MiamiDade.gov	http://www.miamidade.gov/managementandbudget/strategic-plan.asp	http://www.miamidade.gov/transparency/	http://www.miamidade.gov/govaction/matter.asp?matter=051407&file=true&yearFolder=Y2005

2. Summary of Review

Exhibit A: Statistical Information by Jurisdiction (continued)

Government	Website	Strategic Plan/ Measurement	Transparency Page	Legal Mandate
Prince William County, VA	pwcgov.org	http://www.pwcgov.org/government/dept/budget/Pages/Strategic-Plan-Detail.aspx		
Snohomish County, WA	co.snohomish.wa.us	http://www1.co.snohomish.wa.us/County_Services/SnoStat/Performance_Measures		
Commonwealth of Virginia	Virginia.gov	Virginia Performs: http://vaperforms.virginia.gov/ Agencies SP: http://vaperforms.virginia.gov/agencylevel/stratplan/publicindex.cfm	http://www.virginia.gov/government/transparency	Council on Va's future: http://www.future.virginia.gov/legislation.php

Source: KCAO

2. Summary of Review

Exhibit B: Highlighted Best Practice by Jurisdiction

Government	Budget/Strategic Goal Alignment	Cross Branch Participation	Multi-Level Accountability	Transparency Openness	Sustainability
Albuquerque, NM	• Indicators Progress Commission (IPC) • 5-year goals/1-year objectives • Budget Ordinance • Goal setting at beginning of executive term	• Roundtables of legislative, executive branch officials and IPC	• Biennial Roundtables • Internal auditors review alignment and PMs	• Indicators Progress Commission (IPC)	• Budget Ordinance • Goal setting at beginning of executive term
Bellevue, WA	• Budgeting for Results	• Council retreats for budget prioritization	• Performance Leadership Teams • ICMA member	• Annual Survey	
Charlotte, NC	• Balanced Scorecard • Budgeting by Service • Focus Area Strategies	• Annual strategy planning retreat • Five council committees to match five focus areas	• Focus Area Cabinets		
Coral Springs, FL	• Visioning Summits every 10 years • Alignment from priority down to employee performance contracts		• Advisory Committees organized to support priorities	• Visioning Summits • Slice of the Springs	
Maricopa County, AZ	• Managing/Budgeting for Results		• Internal audit review of PM methodology and certification • Analyzing for Results	• Maricopa Open Books	
State of Maryland	• Managing for Results • Balanced Scorecard		• StateStat	• Joint Committee on Transparency and Open Government	
Mecklenburg County, NC	• Zero Based Budgeting • PART (Program Assessment Rating Tool) budget evaluation • Balanced Scorecard • Council reaffirms goals after each election		• Focus Area Leadership Teams	• Open Mecklenburg	• Council reaffirms goals after each election

2. Summary of Review

Exhibit B: Highlighted Best Practice by Jurisdiction (continued)

Government	Budget/Strategic Goal Alignment	Cross Branch Participation	Multi-Level Accountability	Transparency Openness	Sustainability
Miami-Dade County, FL	• Governing for Results Ordinance • Resourcing for Results • Community Planning Teams • ASE Integrated System		• Two-tiered business reviews • ASE Integrated System		• Governing for Results Ordinance
Minneapolis, MN	• 20-year vision & 5-year goals • Results Minneapolis	• Council participates in PM review meetings	• Progress Conferences • Half-way review by public	• Annual meetings with boards, commissions and committees	
Prince William County, VA	• Future Commission • Annual base budget reviews • 2030-Vision & six 5-year plans		• Budget Congress • Annual base budget reviews • Audits of PMs	• Future Commission	• Financial and Program Planning Ordinance • 2030 Vision
Snohomish County, WA	• Zero-based Budgeting		• SnoStat		
Commonwealth of Virginia	• Council on Virginia's Future • Virginia Performs • Performance Budgeting	• Council on Virginia's Future	• Council on Virginia's Future • Virginia Performs	• Council on Virginia's Future	• HB 574

Source: KCAO

Appendix

Best Practices Summary by Jurisdictions

In this section, best practices are summarized for each of the 12 jurisdictions in this review. Jurisdictions are organized alphabetically. The focus is on practices that support performance management, and budget alignment and accountability.

Albuquerque, NM

Albuquerque's framework was developed over a 35-year period. City charter language in 1973 mandated a link between annual budgets and the city's long-term goals. More recently, under leadership and staffing changes, the performance management system is being reevaluated.

Goal-Budget Alignment

A mandate to link the annual operating budgets to the city's long-term goals was included in the Albuquerque City Charter in 1973. During 1994, the mayor and city council approved a set of community goals and created linkage between the budgets and goals.

Albuquerque's vision, goals, and desired community conditions (DCC) are developed by the Indicators Progress Commission (IPC), a volunteer group of city residents and are recognized as the top tier of the city's strategic management system. They serve to align resources and performance in ways that positively impact community conditions. The goals and DCCs also provide a framework for city departments to organize and connect existing programs, and to focus on results that are important to elected leaders, customers, citizens, and constituents. Mid-year and annual performance reports measure the city's progress in achieving the annual priority objectives connected to the five-year goals.

Departments align their programs to the goals and DCCs. The program strategy is the appropriation level of the city budget and adjustments to an original appropriation generally require action by the city council. During the city budget process, departments recommend to the mayor resource needs by Program Strategy by Goal and propose One-Year Annual Priority Objectives by Goal. Managers also use the goals, DCCs, program strategies, and service activities to create employee work plans for individual workers above a certain mid-level grade.

City departments use their budgets to align and deliver services to positively affect community conditions, and then measure their performance to assess the efficiency and effectiveness of those services. Community conditions are then measured again, repeating the process. Each service provider becomes accountable for making progress toward the five-year goals and the DCCs impacted by their services. Program Strategies (broad approaches to goal achievement that aggregate department services with common purposes) and Priority Objectives (specific actions related to a strategy to be accomplished in the next fiscal year) help focus action to achieve the goals.

Cross-Branch Participation

The 2001 budget ordinance outlines the role and responsibilities of the mayor and council in ensuring the alignment of the city budget to the five-year goals. The mayor is required to formulate budgets consistent with the city's goals and objectives developed by the IPC and

approved by the council. The council is also charged with adopting policies, plans, programs, and legislation consistent with these goals and objectives.

The IPC was proposed by the mayor and approved by city council resolution and its members are chosen by both branches. The IPC develops and updates the vision, goals and DC) for the mayor who then transmits them to the city council for approval.

Accountability
The 2001 Budget Ordinance requires biennial roundtable discussion among administration, council, IPC, Environmental Planning Commission, and others to review progress on achieving five-year goals. *[This currently happens only every four years, but budget staff is trying to establish an annual internal process of performance hearings.]* Annual Priority Objective reviews currently include mid-year status reports and end of the year report to mayor and city council. Internal auditors conduct audits that include a review of alignment and performance measures related to the audit topic. Quarterly financial reviews are also performed.

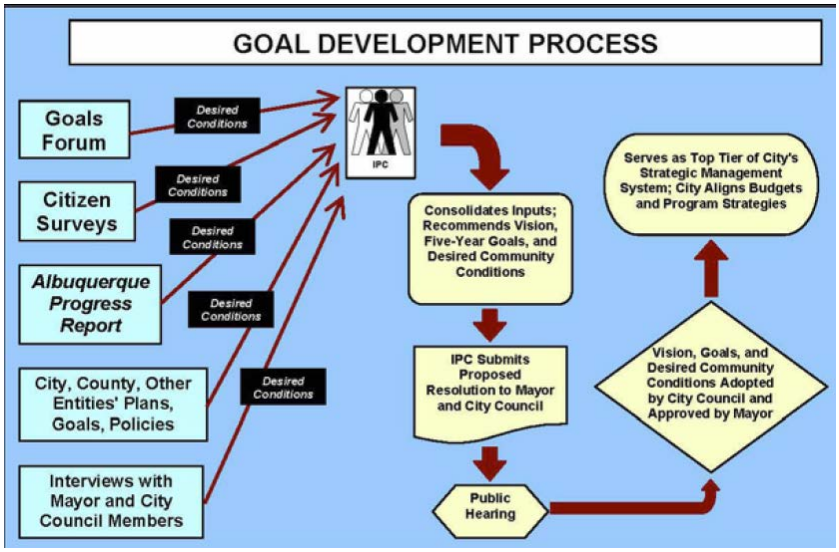
City performance is measured and reported with an annual performance report inserted in local newspapers and sent to stakeholders.

Every city service is connected to one of the goals and DCC. Each manager incorporates in his or her employee work plan (performance appraisal system) expectations and results that support the organizational objectives that are related to the five-year goals and DCCs. Each employee connects to these goals and DDCs. These goals allow the city to align itself with common purposes and focus on results that are important to our elected leaders, customers, citizens, constituents, and clients. Departments are held accountable for spending at the program strategy level and must account for over or underspending a program strategy appropriation by more than five percent or $100,000, whichever is less.

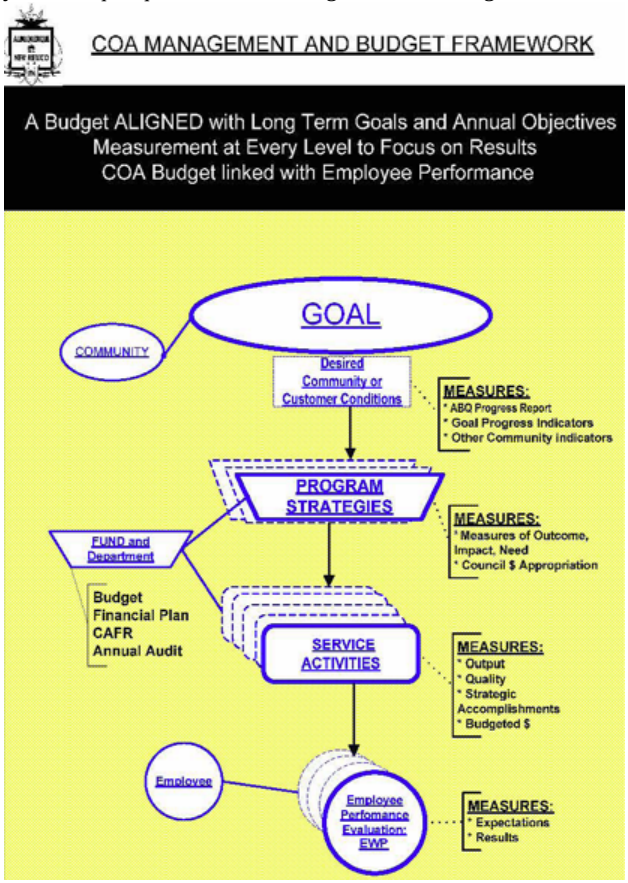
Transparency/Openness
The IPC is appointed by the mayor, with council approval, with the purpose of building and overseeing a systematic, repeatable process for developing long-term goals and measuring progress toward the desired future. The IPC organizes goals forums every four years and conducts a “Citizen Perception of Community Conditions” survey every two years. Community condition surveys are conducted every two years and regular public hearings are held that deal concurrently with budget and performance issues.

Sustainability
The sustainability of Albuquerque’s performance based management system is supported by the city charter and the 2001 budget ordinance mandating the alignment of the annual budget to the City’s vision, five-year goals, and DDC developed by the IPC. New goals are set during the first

year of the new mayor's administration. New terms start in January and the goal setting process starts in the summer and ends in December, which helps create involvement and buy-in of new administrations. The performance management system was championed by and has broad support from elected officials and staff. Additionally, the IPC has the ability to step in if the current process is threatened.



Source: City of Albuquerque Office of Management and Budget



Source: City of Albuquerque Office of Management and Budget

Bellevue, WA

Bellevue uses the Budgeting for Outcomes approach to budgeting and has used the High Performance Organization approach since 2007.

Goal-Budget Alignment
Instead of starting with and adjusting last year's costs, Bellevue builds a new budget every year based on outcomes identified in citizen surveys and other information. Before an existing or new program or service can be funded, it must be submitted as a proposal by a department and aligned with a specific, desired outcome. Proposals for services and programs are written by teams from different departments, with one department as lead. Separate employee evaluation teams (Results Teams) are charged with writing and then ranking the spending proposals depending on how each one achieves the desired results within an outcome based on evidence and facts. The proposal has to precisely define what it is delivering in order to be funded. By directly involving employees in developing the city's budget, the city hopes to further its goal of becoming a learning organization, one where employees are continually challenging themselves to question what they do, why they do it, and how much it costs.

Cross-Branch Participation
Council retreats are scheduled every other month during the budget process to consider where the council wants the city to go, review the Results Team strategies from a high-level perspective, and provide an opportunity for understanding, discussing, and revising approaches. All presentations focus on outcome and must show impact on the community.

Multi-Level, Cross-Branch Accountability
Key community indicators reflect community values and online performance measures report on progress. Performance leadership teams track progress by key performance indicator and key department indicator. Through the International City/County Management Association (ICMA), the data is benchmarked against similar jurisdictions.

Transparency/Openness
For 15 years, the City of Bellevue has conducted a Performance Measures Survey annually to gauge residents' satisfaction with services. The survey is intended to collect statistically reliable data that represents all Bellevue residents. Findings contribute to budgetary performance measures, "ICMA Comparable Cities reporting" (survey measures identified by the ICMA), and certain survey measures that departments track for their own quality assurance and planning purposes.

Sustainability
No best practice identified, although the process has been in place for 15 years.

Charlotte, NC

The City of Charlotte has been inducted into the Balanced Scorecard Collaborative Hall of Fame and is recognized as the first and longest government user of the balanced scorecard in the world. Charlotte city leaders have developed comprehensive performance management tools and systems to manage its resources and accomplish the strategic goals approved by city officials and community leaders.

Goal-Budget Alignment

The City of Charlotte uses the balanced scorecard, a performance management model that challenges organizations to evaluate success and achievement across four perspectives: financial, customer, internal processes, and learning and growth. Charlotte's budget process is based on an employee climate survey, community and corporate scorecard survey, and financial status review. This process is modeled after the U.S. Office of Management and Budget's approach. It incorporates the city's managing for results philosophy and the results of business process management reviews to determine efficiency impacts.

Charlotte's budget is organized by department and broken down by services. Departments are responsible for developing the performance measures for each of the services included in the budget.

Cross-Branch Participation

Cross-branch participation occurs primarily through annual strategy planning retreats and the annual budget processes. A set of organizational strategies are developed during the annual strategy planning retreats based on five City Council focus areas. Departments are responsible for developing and presenting performance measures and targets consistent with the proposed strategies and 16 corporate objectives during the retreats. The retreats are followed by town hall meetings to seek public input on the Focus Area strategies.

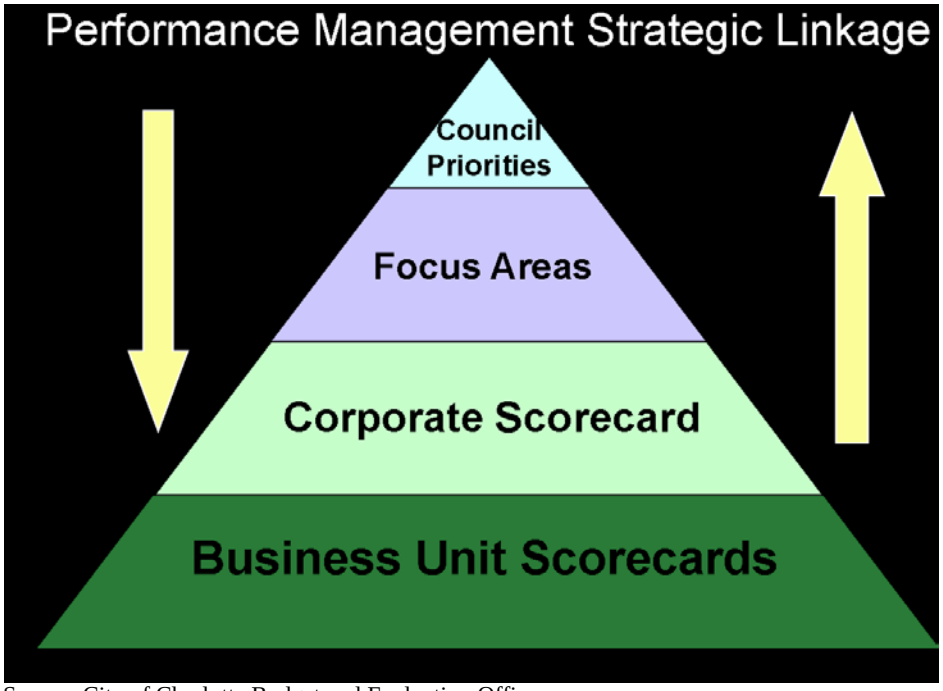
The council is responsible for endorsing the Focus Area strategies, performance measures, and targets, which become the basis for developing the annual budget. The department funding requests are organized by services that specifically support the adopted Focus Area strategies, and are formally adopted by the council during the annual budget process.

Multi-Level, Cross-Branch Accountability

The institutional mechanism to ensure that the objectives for each focus area are met are the Focus Area Cabinets that are responsible for implementing and measuring the success of the strategic plans. Comprised of senior managers whose units directly affect one of the focus areas, the cabinets meet bi-monthly to discuss progress. They are responsible for developing a strategic plan and other policy items for their focus area.

Transparency/Openness
No best practice identified.

Sustainability
The sustainability of Charlotte's performance based management system is supported by continuity in focus, leadership commitment, the corporate culture, and staff to champion the effort. The performance management system has survived multiple administrations because it is transparent across the organization and to the citizens and supported by the mayor, council, city manager, budget and evaluation department and operating departments.



Source: City of Charlotte Budget and Evaluation Office

Coral Springs, FL

Coral Springs started business planning in 1993 and strategic planning in 1997. It uses initiative-based Budgeting for Results for its annual budget.

Coral Springs was the first government to receive the Malcolm Baldrige National Quality Award in 2007 and has received numerous other awards.

Goal-Budget Alignment
Long-range policy issues or strategic priorities are developed by the commission. For each priority, the commission develops a set of directional statements, which define broad objectives. Two to 10 Key Intended Outcomes (KIO) are set for each priority. KIOs are measurable outcomes at the strategic level. KIOs are also a contract between the city manager and the commission, while department measures are contracts between the department directors and the city manager. Each director meets with the city manager on a quarterly basis. Employees have performance contracts as part of the Incentive Pay System.

The Business Planning process ensures that resources are aligned with the priorities and direction given in the Strategic Plan, by providing a direct link from strategic priorities to budget line items and measurable activities. The Business Plan is continually revisited throughout the year and may be amended by a majority vote of the Commission.

Cross-functional teams of employees from more than one department convene regularly to analyze problems and create strategies for process improvement for processes that have citywide impact.

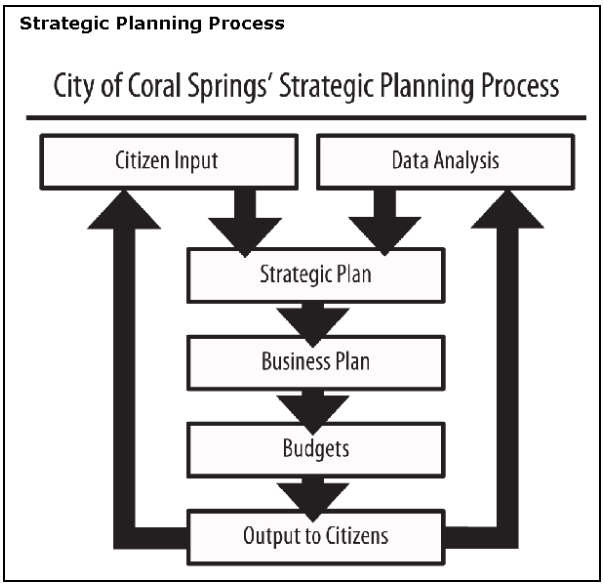
Multi-Level, Cross-Branch Accountability
The city supports a culture of performance that involves all levels of employees and includes regular performance evaluation discussions.

Transparency/Openness
Every 10 years (1994, 2004), a two-day, large scale "Visioning Summit" is held that involves community leaders, volunteers, and members of the city's various boards that are chosen to provide balanced point of view. Every year, six neighborhood meetings called "Slice of the Springs" are scheduled throughout the year.

Advisory committees are organized to support the city's strategic priorities. A city staff member acts as liaison to a board comprised of residents and business people from the community for each priority. The boards develop mission statements, goals and objectives, and actions plans.

Sustainability

No best practice identified.



Source: City of Coral Springs, FL, 2007 Baldrige Application

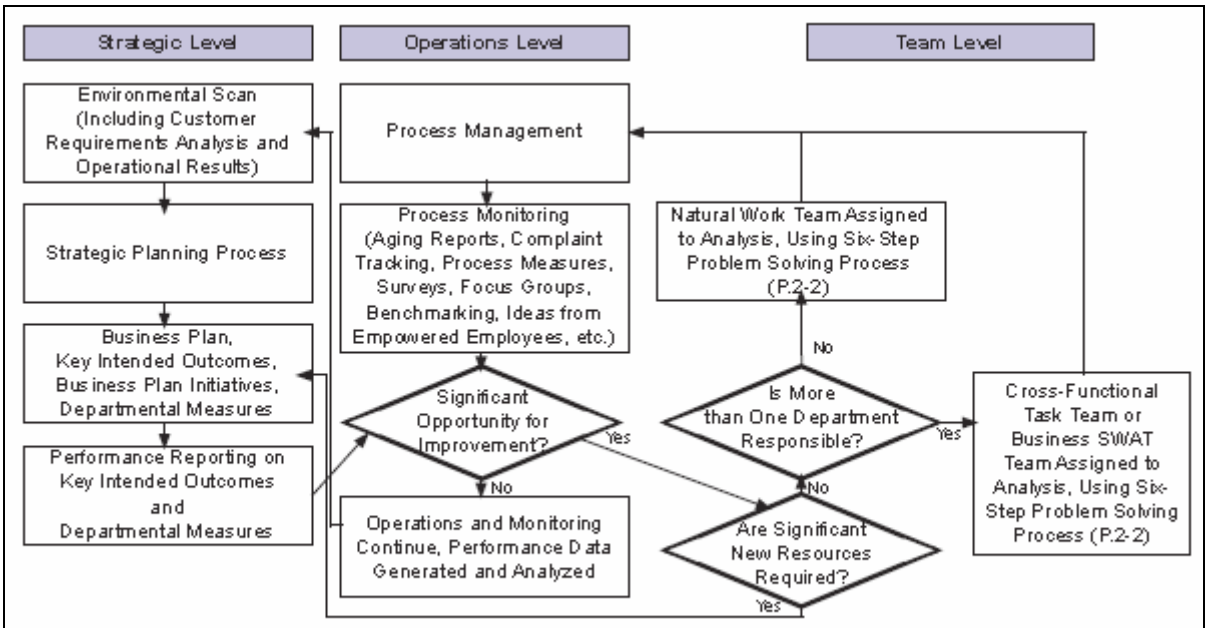


Figure P.2-1 The City's Performance Improvement System. Elements at the "Strategic Level" are a highly condensed version of the process illustrated in Figure 2.1-1, the City's Strategic Planning Process Map.

Source: City of Coral Springs, FL, 2007 Baldrige Application

Maricopa County, AZ

Maricopa County uses Managing for Results. The 2011-2015 Maricopa County Strategic Plan was adopted in 2010. A previous plan was adopted in 2005. The county has received numerous awards for its performance management system.

Goal-Budget Alignment

The strategic plan organizes the long-term vision into 10 strategic priorities and 29 strategic goals. Services provided by the county are targeted to achieve strategic priorities in one of the 10 priority areas. Goals were chosen by management team based on review of community surveys and interviews with county leadership.

Each of the 53 department plans includes key strategic management elements: strategic issue statements, a vision statement, a mission statement, and strategic goals, which determine the strategic direction of the department. Operationally, departmental strategic business plans are organized into three levels— programs, activities, and services—which determine how the department will deliver results. Defining levels of operation in this manner makes it possible to demonstrate how each level contributes to results at higher levels, and creates an aligned organization. The county uses the operational structure developed in the strategic business plan to structure financial planning and reporting in each department and the financial cost-accounting and budgeting system parallels the programs, activities, and services delineated within each department's strategic business plan. The budget system provides financial and performance information to help decision-makers make informed business decisions to achieve results. It also ensures that the budget is driven by policies of the Board of Supervisors (Board) and customer needs, and geared toward results, not just fund services. This allows departments to collect efficiency, expenditure, and revenue data associated with their accounting system.

Cross-Branch Participation

No best practice identified.

Multi-Level, Cross-Branch Accountability

As part of its annual performance measure review, the Internal Audit Office analyzes agency procedures for collecting, calculating, and reporting performance-related data to ensure these processes sufficiently support accurate and reliable data. The Internal Audit Office developed the Performance Measure Certification (PMC) program, which assigns a certification rating to each measure reviewed.

The county has developed a citizen-centric culture that publicizes the efficiency and results of its services and creates expectations on the part of the public as to the level of service they are to receive.

Internally, the Analyzing for Results module allows everyone within the county to see all data related to programs and activity. The module will be open to the public soon.

Transparency/Openness

Maricopa County conducts an annual citizen satisfaction survey and displays most of the financial and performance information in Maricopa County Open Books (http://www.maricopa.gov/openbooks). Until 2008, Maricopa County published annual indicator reports before incorporating them in the strategic plan.

Sustainability

Since 2005, Managing/Budgeting for Results and its citizen-centric approach has been slowly built into the culture of the county and is now viewed as the culture of county government.

State of Maryland

Maryland Managing for Results (MFR) started in 1996 when the governor appointed an Interagency Steering Committee staffed by the Department of Budget and Management (DBM), to develop the Maryland MFR initiative. In 2007, the governor's office began implementation of StateStat, a performance measurement and management tool to make state government more accountable and more efficient. Legislation passed during the 2007 legislative session codified StateStat in the MFR section of the State Finance and Procurement Article.

Goal-Budget Alignment

MFR is a strategic planning, performance measurement, and budgeting process that emphasizes use of resources to achieve measurable results, accountability, efficiency, and continuous improvement in state government programs. It also integrates various management tools and techniques, provides direction for the future based on what is important for meeting customer needs, and leads government to do the right thing with the best use of resources.

In coordination with the governor's office, the DBM publishes a MFR State Comprehensive Plan that provides a broad directive for improving and making state resources and services more cost effective. DBM monitors results in key performance areas identified in the State Comprehensive Plan to assess the progress that state government is making in addressing key policy issues and efficiently solving problems that confront the state. DBM reports on the state's progress in an annual MFR performance report.

MFR strategic plans establish outcomes that agencies strive to achieve. StateStat helps agencies achieve MFR goals and objectives by examining business processes and strategic issues. The StateStat process involves frequent submission, review, and discussion of data and strategies to achieve improved performance. MFR requires annual submission and review of agency missions, goals, objectives, performance measures, data definitions and control procedures, data certifications, and discussion of agency performance.

Cross-Branch Participation

The Joint Committee on Transparency and Open Government was authorized in June 2011 (Chapters 508 & 509, Acts of 2011). Since the General Assembly has concluded that ". . . it is in Maryland's best interest to continue to build on and improve citizen engagement in all aspects of our government . . .," the committee's charge is to provide continuing legislative oversight regarding transparency and open government and make recommendations regarding initiatives that will increase citizen access to government resources. The committee also identifies areas in which the state can improve its technology and websites to increase transparency and citizen involvement in government. In addition, the committee makes recommendations to increase citizen access to government resources, publications, and actions. Of the committee's 12

members, six senators are appointed by the senate president, and six delegates are named by the house speaker. The senate president and house speaker each designate a co-chair.

Multi-Level, Cross-Branch Accountability

At bi-weekly meetings, state managers meet with the governor and his executive staff to report and answer questions on agency performance and priority initiatives. Weekly a comprehensive executive briefing is prepared for each agency that highlights areas of concern. Briefings are based on key performance indicators from the customized data templates submitted to the StateStat office biweekly by participating agencies. Data is carefully analyzed, performance trends are closely monitored, and strategies to achieve improved performance are developed.

Transparency/Openness

See Joint Committee on Transparency and Open Government under Cross Branch Participation.

Sustainability

No best practice identified.

Mecklenburg County, NC

In 2001, the Board of County Commissioners adopted a 2015 vision for the community and the county started using a balanced scorecard in 2002. Board members have two-year terms and the party that dominates the board changes regularly. Adoption of the vision, balanced scorecard and Managing for Results approach has helped provide stability to Mecklenburg's performance and accountability system.

Goal-Budget Alignment

Mecklenburg County uses a balanced scorecard and service-based budgeting system.
In 2003, the county completed a review of every program and service according to desired scorecard result with which the program was aligned. Because the county budget was not organized that way, county staff recalculated and realigned the budget and performance data manually according to desired scorecard result. The board spent 50 hours over three months being briefed and reviewing documents.

Programs are given priority levels using a modified version of the Program Assessment Rating Tool developed by the federal Office of Management and Budget, based on relevance (to what degree should and is the county in this business?); performance (what results can be achieved?); and efficiency (how efficient is the use of public funds in providing services?)

The Board's priority setting process ranks each program category into one of seven priority levels. A program category is a bundle of services aligned with one of the scorecard desired results. The board adds a capped number of programs for each priority level and funding is based on the priority level.

The county conducts an annual review of half of the services.

Cross-Branch Participation

The board sets the priority levels. The county manager recommends the targets, and the board adopts them. Board action is required to change any adopted target (which is occasionally done on an annual cycle). The budget office manages annual performance targets and the validation of data.

Multi-Level, Cross-Branch Accountability

The Evaluation Branch of the Budget Office is responsible for all evaluation work.

Focus Area Leadership Teams meet monthly. The teams are comprised of department heads in a particular area that are led by a general manager. The Focus Area Leadership Teams review alignment, cross departmental implementation, and measures.

Transparency/Openness

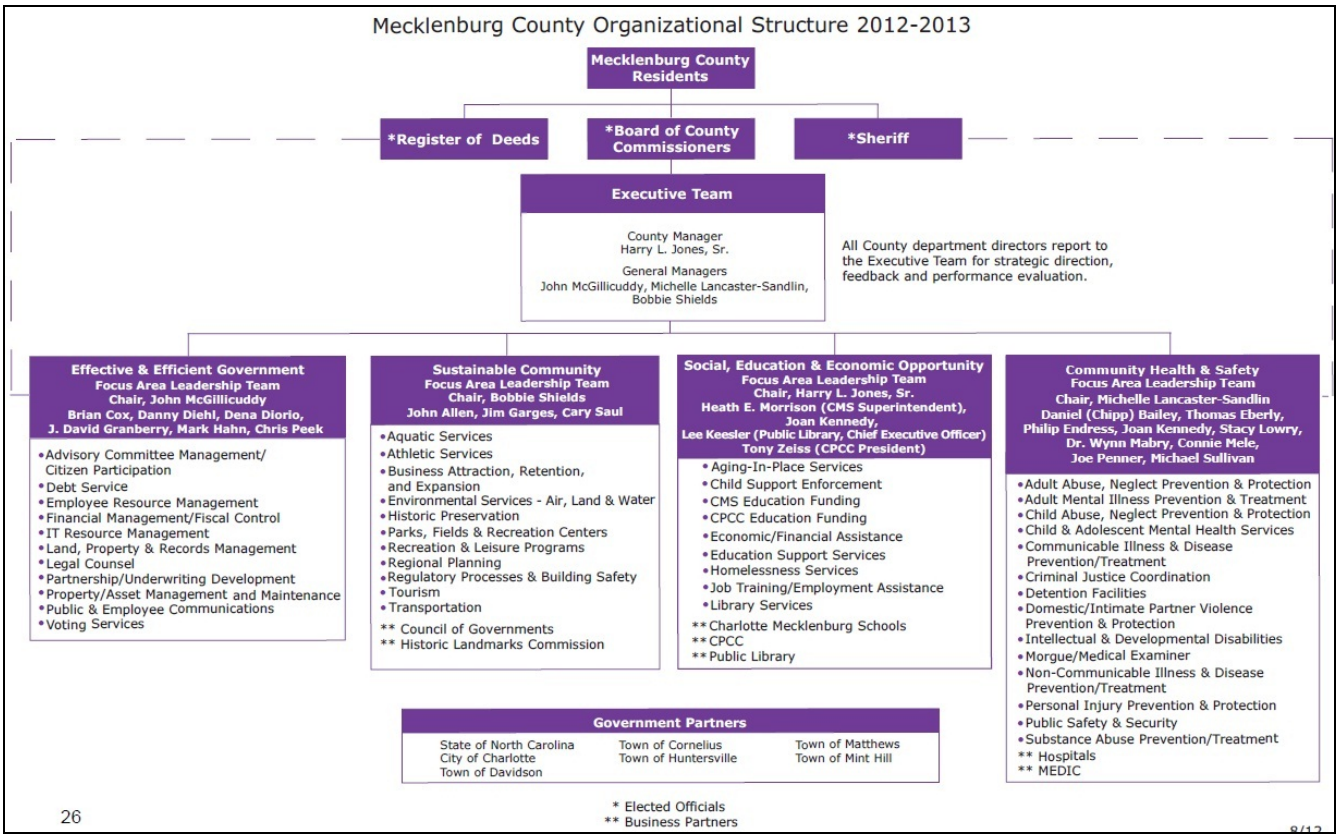
Mecklenburg County government provides three types of interactive dashboards – Performance, Enterprise and Department – as a way to help monitor progress. Each dashboard offers an easy-to-use visualization of financial or program evaluation information (or both) using graphs and charts. The Enterprise dashboard presents broad department information, countywide monthly revenue and expense activity, economic indicators and a "What if Lab" that allows the public to plug in information and explore various scenarios. The Performance dashboard tracks achievement and progress toward the goals of the community and corporate scorecard, and includes results that measure the success of a service or program. The Department dashboards show the individual department monthly budget and financial picture. Other information includes the most recent program review results and the Budget Evaluation Survey Tool (BEST).

County staff has regular meetings with "Intact Groups" (e.g., Rotary and Homeowner Association) consisting of structured exercises to understand priorities. Mecklenburg County recently started a two-hour budget exercise that involved over 200 people. This information is shared with the commissioners prior to them setting their priorities.

Sustainability

While goals can change annually as they are reviewed by the council at the beginning of each year, the council continues to support a broad Vision 2015 for the community. The balanced scorecard incorporates that community vision as well as performance measures for the government.

Mecklenburg County, NC (continued)



Source: Mecklenburg County website

Miami-Dade County, FL

In late 2001, Miami-Dade County government initiated its first-ever countywide strategic planning process known as "The People's Vision: The County's Mission." Efforts to align operational objectives and initiatives with the county's strategic plan began in 2003. Miami-Dade County is a results-oriented government that uses a balanced scorecard. Over the past three years, the government has seen a 10-percent rise in customer satisfaction while U.S. average has declined by six percentage points.

The Performance Institute and The Council for Excellence in Government recognize Miami-Dade as an Overall Performance Management award winner.

Goal-Budget Alignment

A 2005 ordinance established a "Governing for Results" framework for the purpose of improving service delivery, managerial and legislative decision-making, and public trust in government. It established requirements for strategic and business planning, budgeting, performance measurement, monitoring and reporting, and performance-based program reviews.

The strategic plan is developed in conjunction with the Board of County Commissioners and revised every five years. Updates of strategies are planned biannually. Community Planning Teams (CPTs), 8-15 members appointed by commission for each of the seven strategic areas, work with budget staff to develop a mini strategic plan, goals, and measures. The budget sets targets that are floated through the CPT and adopted by the commission.

The county budget process, Resourcing for Results, is based on top priorities outlined in departmental business plans. For the first time during the fiscal year 2004/2005 budget process, each departmental budget was submitted by program, with each program tied to the measurable objectives identified in departmental business plans. Priorities are emphasized by adjusting the targets contained within the program objectives. In order for Resourcing for Results to be successful, each department must ensure their programs and functions are clearly identified and further defined. Discussions at "resource meetings" focus on programs, priorities, objectives, and performance measures consistent with the priorities developed from the strategic plan, departmental business plans, and from elected officials. Each program is evaluated based on its conformance with the strategic plan and budget priorities.

The Active Strategic Automated Performance System (ASE) includes all levels from goals to strategies to measures (outcome/impact/satisfaction <– output < – input/resources) and offers a clear line of sight with staff names attached to each level and a numbering system for easy reference and coordination.

Cross-Branch Participation
No best practice identified.

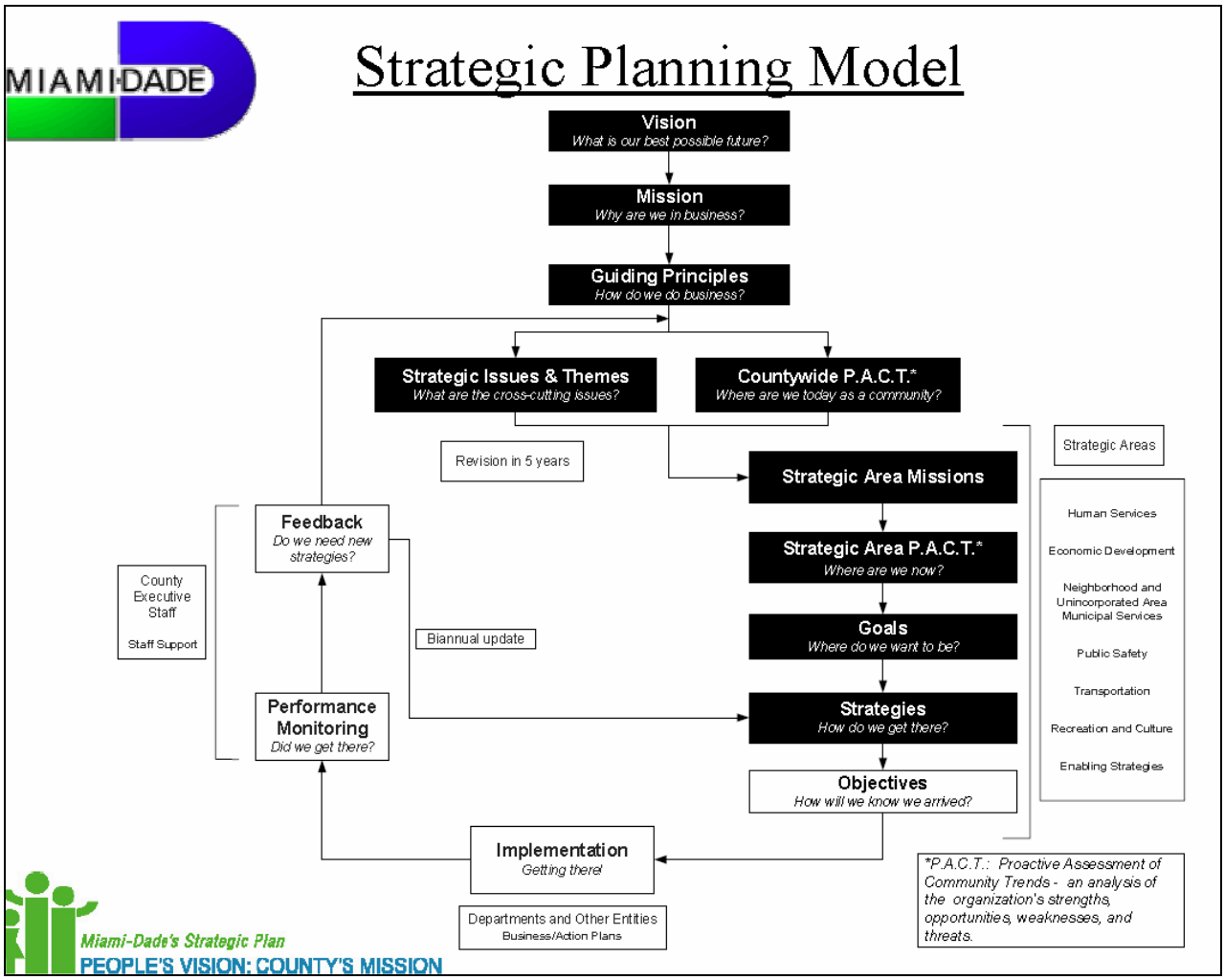
Multi-Level, Cross-Branch Accountability
A countywide mandate for regular business reviews ensures that departments are using this new performance framework effectively. Business reviews are now being conducted by clicking through the actual ASE software, which allows teams to spot performance gaps in key strategic areas, then click to reveal underlying causes, and easily check up on progress of improvement efforts – all during a single meeting. Those meetings are more productive than previous county business reviews, during which discussions tended to be more superficial, since access to more in-depth information is now available.

To gain an even greater benefit from these ASE-enabled meetings, the county devised a two-tiered business review structure. Tier one consists of monthly reviews at the department level, conducted by the department director. Tier two is the bi-monthly business review conducted by the assistant county managers in the county manager's office, which generally focuses on a single strategic area (e.g., Public Safety, Recreation and Culture, Transportation, etc). Data validity, measure relevance, and alignment are the main topics of discussion, along with initiatives to correct underperforming measures.

A 2005 ordinance mandates that managers be held accountable for the achievement of performance objectives.

Transparency/Openness
Financial data and other service related information appear on a web page.

Sustainability
An ordinance established the overall framework.



Source: Miami-Dade's Strategic Plan

Minneapolis, MN

While not an in-depth case study, Minneapolis offers a few interesting best practices worth highlighting. This includes a citywide strategic planning process undertaken every four years.

Goal-Budget Alignment
In 2006 and again in 2011, the mayor and city council identified six overarching five-year goals and their supporting strategic directions. Agencies develop five-year business plans aligned with the goals and performance indicators to track overall progress in supporting the goals. Each year, proposals are developed by agencies and ranked based on their alignment with the goals.

"Results Minneapolis" is a management tool Minneapolis city leaders use to monitor progress and offer strategic counsel toward achieving the city's adopted five-year goals and 20-year vision.

As the city neared the halfway point in the 2006 five-year process, scores of people were invited to come to City Hall and participate in conversations aimed at assessing the community's progress in reaching its goals by 2011. Corrective actions were taken based on these conversations.

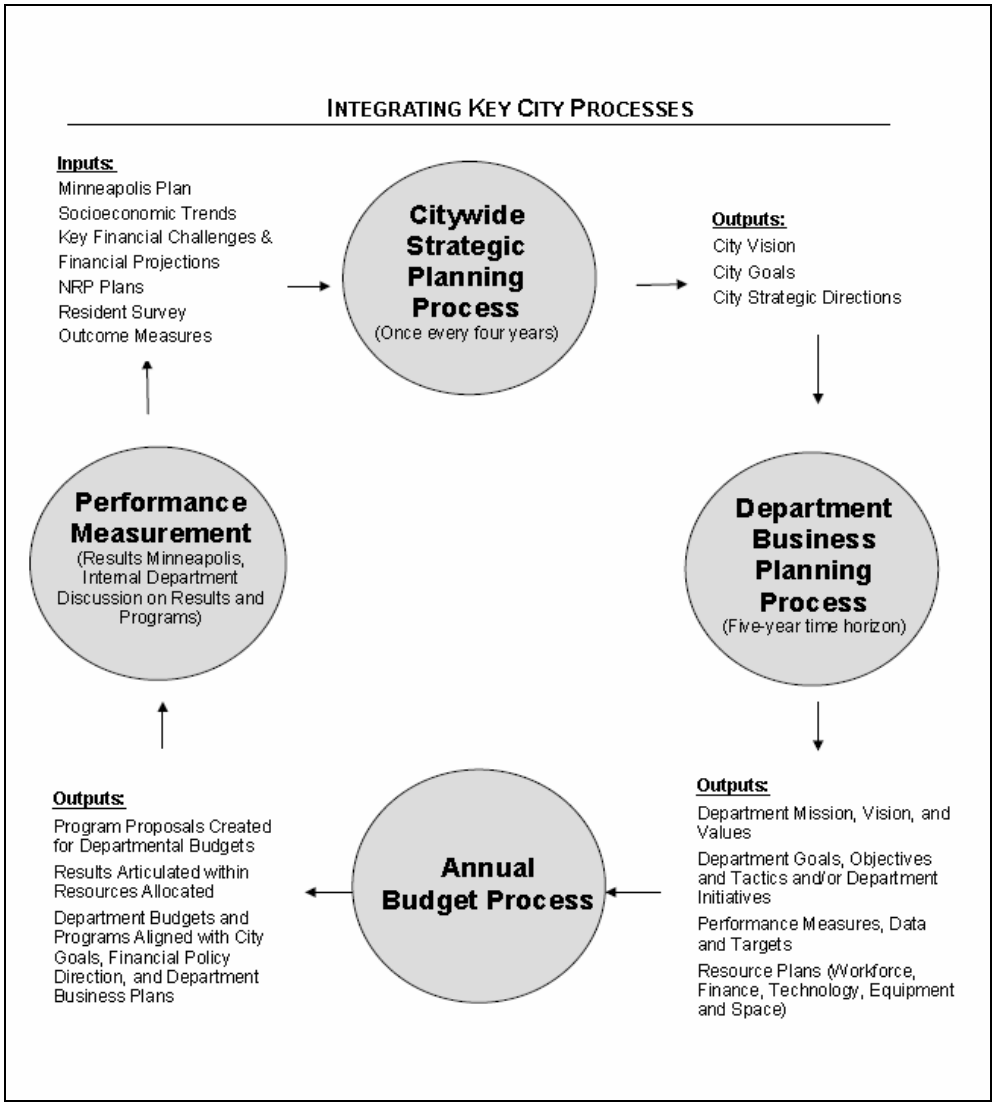
Cross-Branch Participation
In addition to participating in the identification of goals and strategic directions, councilmembers also participate in performance measure review meetings. These are based on council subcommittee assignments.

Multi-Level, Cross-Branch Accountability
A review panel of city leaders meets with a different department head each week to track progress and discuss strategies on key performance measures. The discussions are meant to be probing, informative and constructive. By regularly tracking performance data at "progress conferences," city leaders can identify areas where the city is excelling, as well as opportunities for improvement, and can keep budget discussions focused on expected outcomes. This allows for greater creativity in how those outcomes are achieved.

Transparency/Openness
The annual review of progress toward five-year goals offers the public an opportunity to weigh in on its perception of progress.

Sustainability
No best practice identified.

Minneapolis, MN



Source: City of Minneapolis website

Prince William County, VA

Prince William County developed a mechanism to institute performance based budgeting in 1992 and the Board of Supervisors (Board) adopted the county's first strategic plan the same year. In 1994, the Board of County Supervisors adopted the Financial and Program Planning Ordinance that provides a framework for planning government services, funding these services, and achieving desired community outcomes. Prince William County is the recipient of numerous awards and recognitions as a performance-based local jurisdiction.

Goal-Budget Alignment

In 1988, the Board developed the first 20-year visioning Future Plan. Starting in 2006, the Board appointed 16 citizens to lead a community process that would envision Prince William County's preferred future in the year 2030. The Future Commission 2030's report is a collective vision of what residents want life to be like in Prince William County in 2030. The Board then established a timeline of six, four-year strategic plans to achieve the vision. Strategic plans are prepared by the Board-appointed 20-member strategic plan team and are adopted by the Board. The adopted strategic goals are the service delivery areas in which Prince William County will place its emphasis over the next several years, particularly in its annual budget and capital improvement program. Desired community outcomes are key outcomes with targets that demonstrate how the community or individual will benefit or change based on achieving the goals. Objectives are measurable statements of what the program will accomplish during the fiscal year to achieve the larger goals and community outcomes targets. Activities are measurable statements describing the jobs performed in order to achieve the objectives. Activity costs are statements of the expenditure budget for each activity. Service levels are performance measures for each program and activity. Service level targets represent agency performance objectives for the year.

An annual consolidated report details the progress in accomplishing the objectives and outcomes established by the Board and service targets identified in the annual financial plans and budget. The county also conducts at least two base budget reviews of programs each year that are published. These are factored into the executive proposed budget.

Cross-Branch Participation
No best practice identified.

Transparency/Openness
Residents with diverse experiences, interests, and ideas participated in the Future Commission 2030 and are included in the strategic plan teams.

Substantial information is gathered and publicly reported to enable citizens, the Board, and county staff to evaluate the performance of Prince William County government programs. These reports include the Adopted Fiscal Plan, the Capital Improvement Program (CIP), the Community Survey, the Comprehensive Annual Financial Report (CAFR), the Financial Trending System (FITNIS) Report, and the Strategic Plan. As noted above, the county also conducts at least two base budget reviews of programs each year that are published and factored into the annual proposed budget.

Annually a citizen survey is conducted by the University of Virginia to rate citizen satisfaction both with overall county government and with various county services and facilities and to obtain citizens' views on issues and problems facing the county.

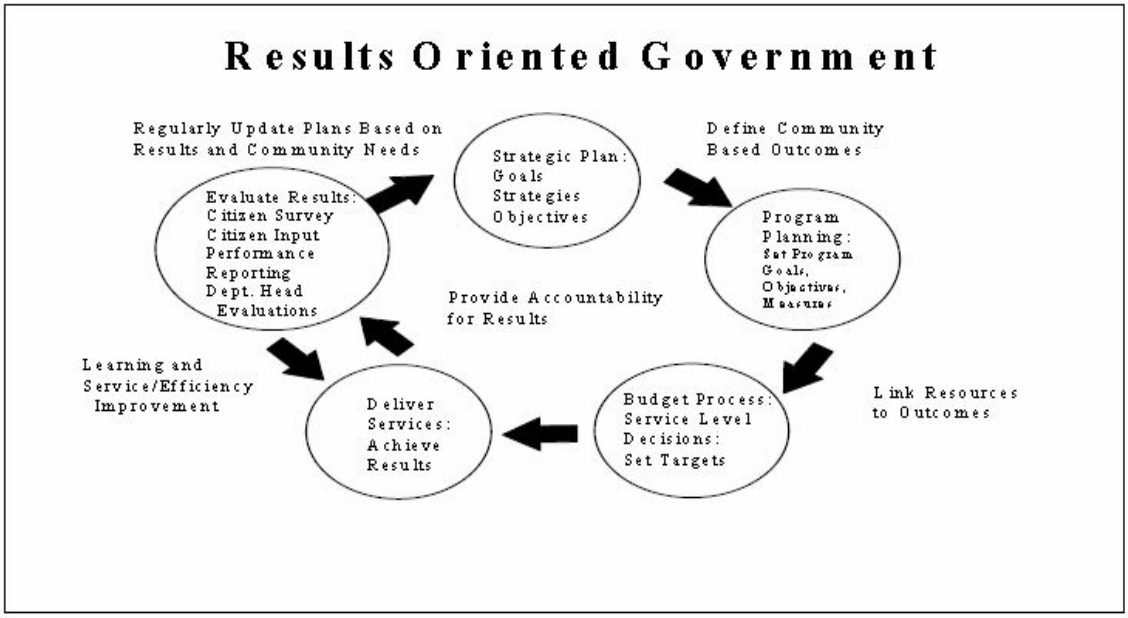
Prince William County officials have ongoing presentations and dialogue with civic, business, and community groups on the strategic plan and budget. Annual meetings are held with all county board, committee, and commission members to obtain input into these processes and allow for ongoing dialogue with the Board's budget committees regarding recommendations in the proposed budget. Annual community meetings and public hearings are also held on the recommendations contained in the annual budget.

Accountability
The county internal auditor began auditing performance measures in 1994 in preparation for compiling the county's first Service, Efforts and Accomplishments (SEA) Report in 1995. Currently, the SEA Report includes 17 service areas. The performance measures for all reported services are audited for accuracy by comparing annual performance data with prior year's data and by investigating unusual variances. In preparing the annual SEA Reports, internal audit also holds focus group meetings with each agency covered in the report to review draft report material. During the focus group meetings, unusual variances are discussed and agency staff is responsible for researching the reasons for the variances. (Note: Prince William County recently transitioned to an external contract auditor whose role in reporting on the SEA Report and auditing the performance measures is unclear.)

Sustainability

The Prince William County's Financial and Program Planning Ordinance and the Future Commission 2030 Vision (started in 1988 and recently updated) developed by citizens and approved by the Board provide continuity and sustainability in the event of future changes in county leadership.

Prince William County Model for Performance Measurement Use



Source: Prince William County website

Snohomish County, WA

Snohomish County is experimenting with Budgeting for Results and is highlighted as a neighboring county with an innovative budgeting system in place.

Goal-Budget Alignment
For several years, Snohomish County has used a results team to developing budget RFPs. Results team collected best available information to create priorities and develop a logic model/strategy map on how to reach desired outcomes. Within six general categories, the results team identified a result to achieve, contributing factors, a set of purchasing strategies, and related indicators. The Results Team reviews and ranks the proposals based on their ability to improve outcomes. The results team has not been used for the past three years, but the budget process continues to require budget proposals to respond to, and maximize results that responds to, one priority and align with that priority funding package.

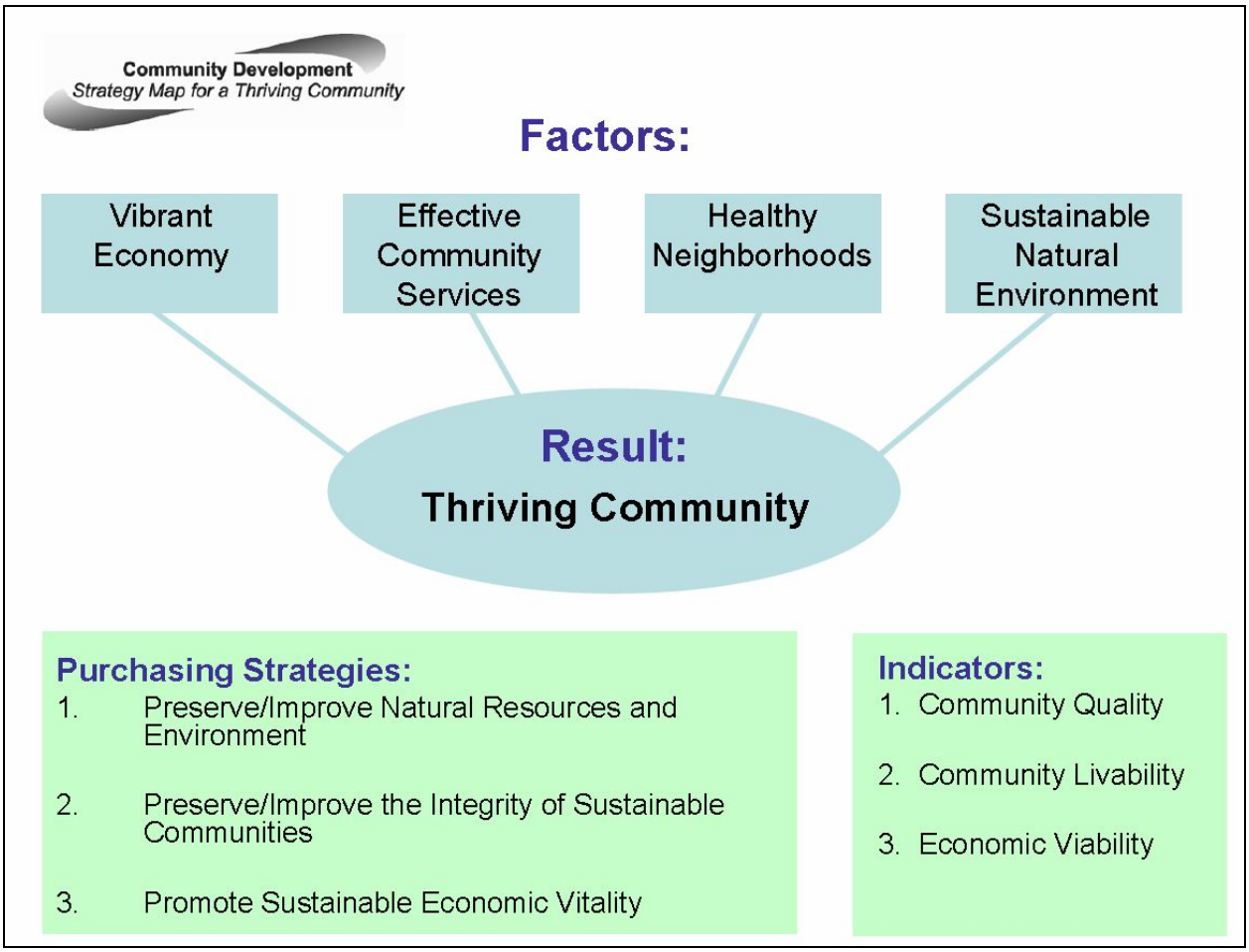
Cross-Branch Participation
No best practice identified.

Multi-Level, Cross-Branch Accountability
SnoStat, Snohomish County's accountability and transparency system, was launched in 2004. SnoStat is guided by the principle that Snohomish County must measure, evaluate, and communicate the effectiveness of services and programs to the residents for whom they work. The county uses SnoStat to report to the public aspects of public-policy, government performance, daily management, and long-term planning. Snostat performance measures are aligned with the same citizen priorities used to develop the executive recommended county budget.

Transparency/Openness
No best practice identified.

Sustainability
No best practice identified. Sustainability may be questionable given that part of the Budgeting for Results process appears to be discontinued.

Snohomish County, WA (continued)



Source: Snohomish County Team 4 report: Community Development – I want to live in a thriving community, one with community services sufficient to support planned, sustainable growth

Commonwealth of Virginia

Virginia Performs, a signature initiative of the Council on Virginia's Future, is a performance leadership and accountability system within state government. The Council on Virginia's Future works in four areas -- strategic vision / roadmap development, assessment, performance, and productivity improvement -- to enhance the state's effectiveness in making Virginia an even better place to live, work, and raise a family. Virginia has a biennial budget system. The biennial budget is enacted into law in even-numbered years, and amendments are enacted in odd numbered years. Virginia Performs contends that the performance management system has resulted in outcome and efficiency improvements. For example, targeted investments to react to a failing grade on the scorecard resulted in reducing entries into foster care by 12 percent and the foster care population by 8 percent, and one agency has saved more than $3 million by monitoring targets and making adjustments in underperforming areas.

Goal-Budget Alignment

The process started with the development of the commonwealth's highest level, long-term goals and societal-level indicators by the Council on Virginia's Future. Agency level strategic plans, key objectives, and associated performance metrics were then incorporated into Virginia Performs and were followed by the development of agency productivity metrics and the reporting of agency performance results.

The next step in the evolution of the system was the launch of a new performance-based budgeting system and the ongoing development of the governor's highest priorities. This stage of development incorporates a broader array of key objectives within Virginia Performs by capturing enterprise-level priorities intended to bridge the gap between long-term goals and agency key objectives. The enterprise-level strategic priorities, established by the governor or his cabinet, provide important input into agency planning processes and a baseline for assessing progress on the highest priorities of government.

Organized around agencies/secretariats, Virginia Performs tracks the state's performance on nearly 50 quality-of-life indicators under a set of goals. It provides key objectives, key measures, associated budgetary information, and agency plans. Performance measures at the agency level monitor the services and programs state agencies provide that relate to those same goals.

Under the aegis of the Council on Virginia's Future, the performance component has focused on the development of a new planning and budgeting system, the Performance Budgeting (PB) system that replaces outdated and vulnerable technology, significantly enhancing the state's analysis and assessment capabilities. The first phase of the PB system went live in September 2010 and included modules in operating budget development, capital budget, budget execution, six-year planning, budget bill narrative, and administration and reporting. The second phase of

the project, now underway, includes agency spending plans and strategic planning modules. PB is intended to substantially improve the links between state investments and outcomes; enhance data analysis in support of better decision-making; improve agency performance analysis by providing direct access to valuable data; and increase transparency. The Department of Planning and Budget is responsible for the detailed design and implementation of the commonwealth's planning and budgeting systems and processes.

A $3 million Productivity Investment Fund was established in January 2007 to simplify government operations by encouraging agencies to lower constituent transaction time and advance key performance measures.

Cross-Branch Participation

The Council on Virginia's Future was established in 2003 to develop a Roadmap for Virginia's Future and to assess the state's progress toward long-term goals. It was also tasked with developing a performance leadership and accountability system for state government that aligns with and supports achievement of the vision. It functions as an advisory board and forum where legislative, executive, and citizen leaders can work together, transcending election cycles, partisanship, organizational boundaries, and short-term thinking. The council regularly reviews progress on implementation of the Roadmap process and updates the Roadmap as needed. Implementation is the responsibility of elected and appointed officials, regional and community leaders, and the people of Virginia. Council membership includes the governor (chair), lieutenant governor, four senate members, four house members, seven citizen and business members (one of which is vice chair) and two members of the Governor's Cabinet. The council has five staff that are housed at the University of Virginia to enhance its independence and to access the university resources.

Multi-Level, Cross-Branch Accountability

The Council of Virginia's Future is charged by the General Assembly with:

- Assessment: Effective measurement and analysis of outcomes and productivity improvement.
- Performance: Outcome-driven, performance-based planning and budgeting processes leading to improved outcomes for all Virginians.
- Productivity Improvement: Innovative methods for improving efficiency and effectiveness.

As such, it can also review agency strategic plans and may submit comments to the governor regarding any concerns or recommendations to improve the strategic plans.

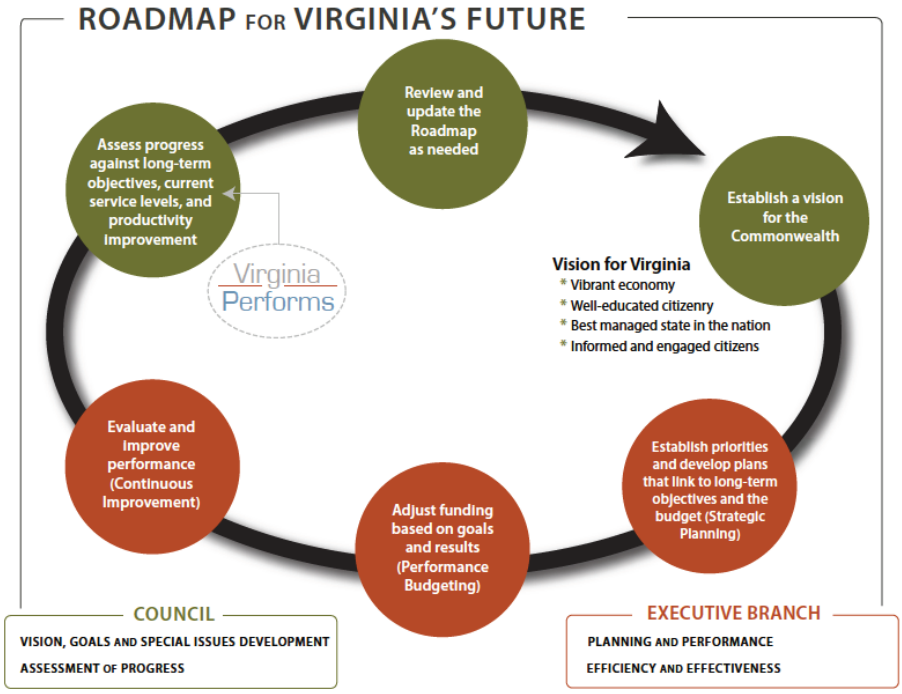
The Department of Planning and Budget is charged with ensuring that the performance management system improves the efficiency and effectiveness of state government operations.

Transparency/Openness

The Council on Virginia's Future includes representation from government, business, and citizen leadership. Virginia Performs is mandated to provide by code to "develop and submit annually to the General Assembly and the Governor and publish to the public a balanced accountability scorecard containing an assessment of: current service performance, productivity improvement, and progress against long-term objectives."

Sustainability

The Council on Virginia's Future was created in 2003 via HB 2097, which established the council and defined its scope of work, membership, duties, and other details. In 2008, the General Assembly passed SB 574, which continues the council's mission through June 2013.



Source: The Virginia Report 2012 – Council on Virginia's Future

Commonwealth of Virginia (continued)

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Home | Agency Planning and Performance Home

Measuring what matters to Virginians

Virginia Performs VISION FOCUS RESULTS

See agencies by secretarial area | Select a different agency

View Agency

Department of Juvenile Justice (777)

Strategic Planning Biennium 2012-2014 GO

Mission

The Virginia Department of Juvenile Justice protects the public by preparing court-involved youth to be successful citizens.

- Full Strategic Plan
- Custom Plan - choose what sections you wish to see

Performance Budgeting System - 2012-2014 Version 1

Last Published: 1/25/2013 10:04:10 AM

Budget Information

		Dollars		Positions	
Biennium	Chapter Title	Year 1	Year 2	Year 1	Year 2
2012-2014	Chapter 3, 2012 Appropriation Act	$199,174,308	$199,240,988	2,291.00	2,291.00
2010-2012	Chapter 2, Caboose Bill	$197,563,605	$195,478,605	2,283.00	2,283.00
2008-2010	Chapter 872, Caboose Bill	$214,426,161	$203,465,205	2,405.50	2,286.00

See Current Year Operating Plan showing budgets broken out by Program

There are 18 active capital projects associated with this agency

Performance Measures

Latest performance measures from the Performance Budgeting System for the 2012-2014 biennium

Detailed Measures Report - Table Format

Measure Name	Agy or Srv Area	Measure Class
Number of grievances and emergency grievances filed by juveniles with regard to food services at the juvenile correctional centers that are founded.	ServiceArea	Other Agency
Number of incidents of escape from a secure, state-operated juvenile correctional center.	ServiceArea	Other Agency
Number of onsite staff development opportunities per school	ServiceArea	Other Agency
Number of points reflecting the difference between the pretest and posttest scores for technical trade knowledge	ServiceArea	Other Agency
Passing rates for the Standards of Learning (SOL) for grades 9-12	ServiceArea	Agency Key
Per capita cost of juveniles released from juvenile correctional centers who receive services through the 294 funding stream.	ServiceArea	Productivity
Percent of purchases made by the Department of Juvenile Justice through Small, Women-, and Minority-owned (SWaM) business partners.	ServiceArea	Other Agency
Percentage of bi-annual monitoring visits conducted as required by Board of Juvenile Justice regulations.	ServiceArea	Other Agency
Percentage of facilities complying with residential facility standards for facilities that house children.	ServiceArea	Other Agency
Percentage of instructional staff retained.	ServiceArea	Other Agency
Percentage of juveniles arrested of a new misdemeanor or felony offense within one year of being placed in a Virginia Juvenile Community Crime Control Act program/service.	ServiceArea	Other Agency
Percentage of juveniles convicted of a new misdemeanor or felony offense within 12 months of being released from a halfway house.	ServiceArea	Other Agency
Percentage of juveniles convicted of a new misdemeanor or felony offense within 12-months of beginning 294 funded services.	ServiceArea	Other Agency
Percentage of juveniles convicted of a new misdemeanor or felony offense within a year of being placed on probation.	ServiceArea	Agency Key
Percentage of juveniles convicted of a new misdemeanor or felony offense within a year of being released from a juvenile correctional center.	ServiceArea	Agency Key
Percentage of juveniles convicted of a new misdemeanor or felony offense within one year of being placed on parole in the three local court service units.	ServiceArea	Other Agency
Percentage of juveniles convicted of a new misdemeanor or felony offense within one year of being placed on probation in the three local court service units.	ServiceArea	Other Agency
Percentage of juveniles in juvenile correctional centers and the Reception and Diagnostic Center receiving intake physical and dental examinations within five days of admission and physical and dental examinations annually thereafter.	ServiceArea	Other Agency
Percentage of juveniles reclassified every 90 days.	ServiceArea	Other Agency
Percentage of security staff turnovers in the juvenile correctional centers.	ServiceArea	Other Agency
Percentage of Serious Incident Reports submitted for suicide attempts or self injurious behavior.	ServiceArea	Other Agency
State Passing Rate for Students Enrolled in the General Education Development (GED) Program	ServiceArea	Other Agency

22 Measures 2012-2014 Version 1

VP5.10 - Run Date: 02/08/2013 05:11:38

Source: http://www.vaperforms.virginia.gov/