



King County

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MEMORANDUM

DATE: July 24, 2007

TO: General Government and Labor Relations Committee

FROM: Cheryle A. Broom, County Auditor

SUBJECT: Countywide Performance Measurement Work Group's Report

Efforts to establish a countywide system of performance measurement and reporting are coming closer to achieving the mission of *an effective system of countywide strategic planning, performance measurement and management designed to enhance government accountability, service performance, and resource allocation*. The next recommended step is for the council to consider suggested changes in county code. If approved, these changes would set forth the council's expectations in code for this countywide system.

Since 2002, the council has enacted several motions seeking to improve the county's use of performance measurement. It directed the auditor's office to lead that effort and to establish a countywide performance measurement work group composed of participants from all three branches of county government, including all countywide elected officials. In addition, the council, executive branch, and other county agencies have taken steps to be more performance-based. Much progress has been made that lays the ground work for a countywide performance measurement program. This includes instituting guidelines for reviewing business plans, increased strategic planning by agencies, expanded performance reporting in the executive's budget, and development of council budget priorities with citizen input.

This report focuses on how to move from the current process to one that achieves the mission and vision of a countywide performance measurement system. The proposed code changes are based on the recommendations of the performance measurement work group.

Purpose of the Countywide Performance Measurement System

The work group's mission and vision statements (see below) anticipate a countywide system of performance measurement, management, and reporting. That system is based on a countywide strategic planning process which articulates the county's goals and priorities and also includes citizen input.

Mission Statement

King County will develop an effective system of countywide strategic planning, performance measurement and management designed to enhance government accountability, service performance, and resource allocation.

Vision for the Future

The following bullets describe the preferred vision for King County strategic planning, performance measurement and management in the future:

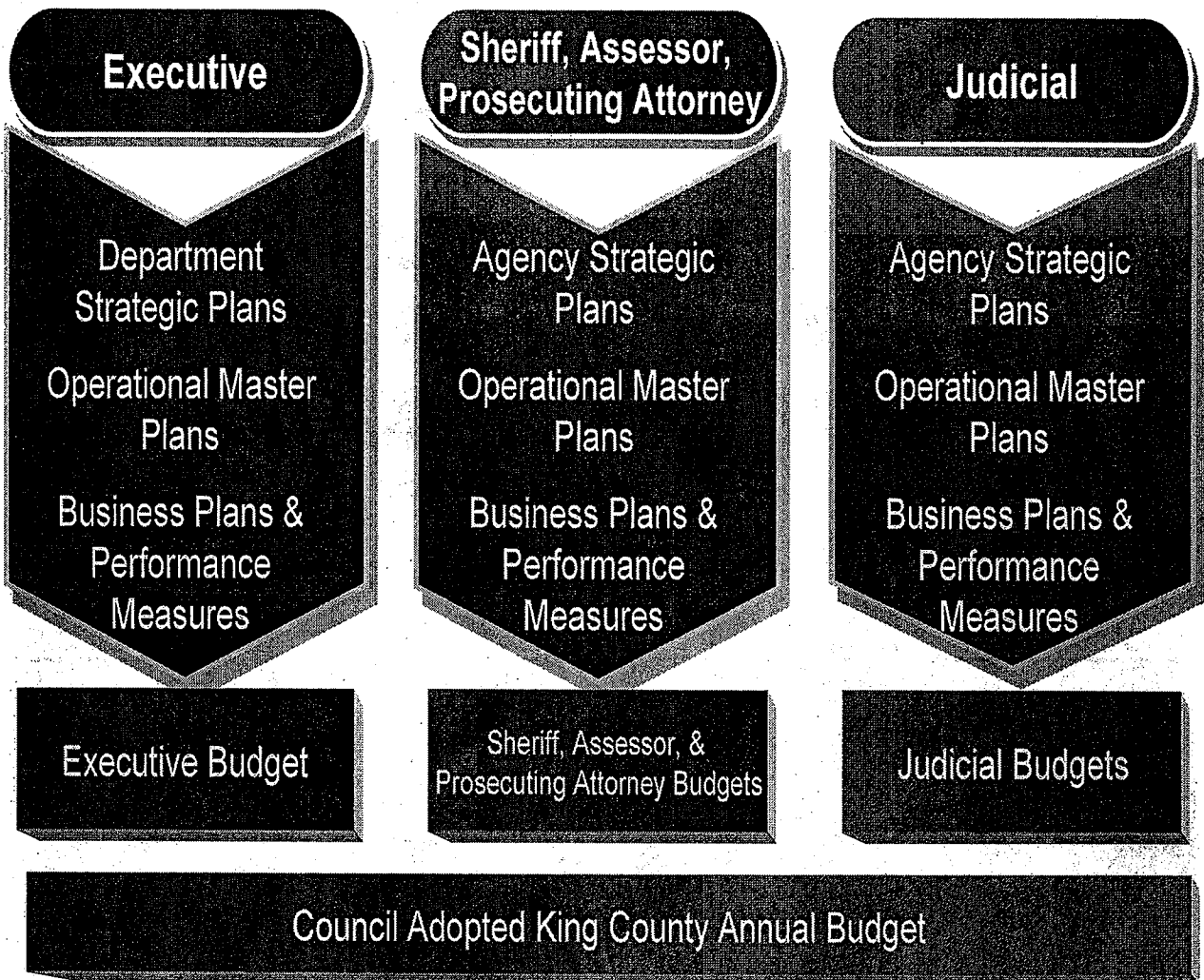
- There is consensus among county leadership that the strategic planning, performance measurement and management system effectively aligns collaborative efforts towards common county goals while respecting the needs of individual agencies to pursue organization goals, and separately elected officials' obligation to deliver on their commitments to the citizenry.*
- Building on current efforts and with input from citizens, elected leaders and policy-makers develop countywide prioritized goals and align services to those goals.*
- Performance measures inform and are linked to policy and resource allocation decisions.*
- County publicly reports to citizens on how well it is meeting its performance goals and engages the citizenry in the countywide performance management program.*
- Performance measurement is used by managers for strategic planning, program evaluation, operational improvements, and budgeting.*
- Performance measures are not used in a punitive manner but are used to support organizational learning in collaboration with the workforce.*

The recommendations of the workgroup outline how the county could move from the current state of strategic planning and performance measurement are based on two primary perspectives: (1) the current state of strategic planning and performance measurement in the county, and (2) a framework for a future, more integrated countywide system. These recommendations are based on the work group's extensive background knowledge and participation in the county's performance measurement activities to date combined with best practices research into how other governments have successfully implemented a comprehensive strategic planning and performance measurement system that has lead to improved performance. Specific examples of best practices studied that are familiar to many included: Fairfax County, Virginia; Prince William County, Virginia; Maricopa County, Arizona; and the State of Washington.

Transitioning from the Present to the Future

The following diagrams illustrate the two perspectives. The first one shows the present state of performance measurement and reporting in the county.

Current Model



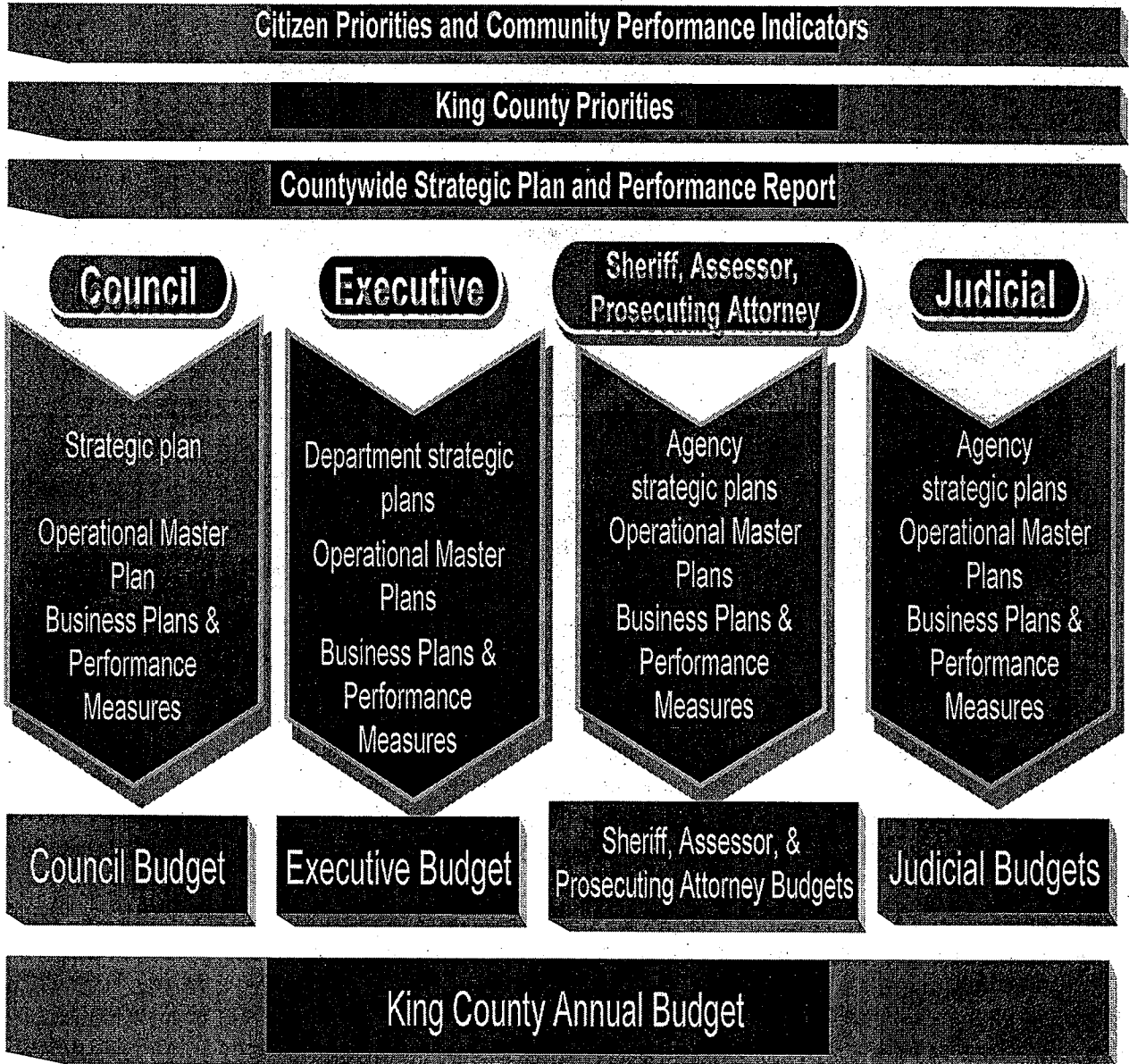
This depiction of the current state of performance measurement shows that county agencies in the executive and judicial branches, including separately elected officials, are actively engaged in performance measurement. Strategic planning and operational master plans exist in some agencies, but usually not on a regular, systematic basis.

The county executive issues an annual performance report, *King County AIMS High: Annual Indicators and Measures*, as part of the budget process. The executive's *KingStat* performance measurement system supports the development of the annual report. While this report addresses achievement of the county executive's goals and has been nationally recognized, it does not incorporate the council's budget priorities or those of other countywide elected officials.

Citizen involvement is evolving, and the council held several citizen workshops and town meetings this year in order to increase citizen participation and to solicit public input on county priorities.

The goal of the work group suggests that the county should transition the current system to a new model that is more consistent with best practices studied, which is shown in the next diagram.

Future Model



While this new model recognizes the planning and performance measurement processes that are now operational, it envisions a more integrated *countywide* approach to strategic planning, priority setting, and performance measurement, and a larger role for citizen involvement. Agency planning and measurement would support a countywide perspective, which would speak to broad goals and priorities.

To some extent, the county already does this, but not as a unified process. The executive includes broad policy goals in the annual budget submittal, and the council has articulated similar annual budget priorities in recent years. Under the Future Model, four or five high level goals with strategies to achieve them over a 3- to 5-year period would be identified. Specific targets would be tracked to assess goal achievement. A key feature of the system would be the process for the public to weigh in on the goals and targets; another would be how the public is kept informed on progress accomplished.

Sample of a Strategic Plan

The work group believes that a countywide strategic plan need not be a lengthy and detailed document. Shown below is an example of what such a plan might include. Keep in mind that this is a *hypothetical*, not a real example.

Sample Strategic Plan

A Countywide Strategic Plan Can Be Concise

Mission

- Provide needed high-quality, cost-effective services to enhance the lives of county residents and to support economic vitality of the region.

Vision

- Performance-based county government will promote and support the overall quality of life into the future.

Goals

- Promote trust in government
- Improve mobility of residents
- Protect the natural environment
- Protect and maintain public health and safety
- Maintain an equitable and effective justice system
- Measure our performance and report to the public

Sample Measures and Targets

- Increase public satisfaction rating of county services by 10% in 2009
- Reduce transit vehicles' emission of greenhouse gasses by 20% by 2010
- Improve child immunization rates by 8% in 2009
- Increase the % of water safe for swimming by 5% by 2009
- Improve participation rates in specialized diversion courts by 10% in 2009
- Reduce emergency call response times by 5% in 2009

Recommendations

While the work group knows that much work will be needed to realize the new model, it believes that the county should take certain steps now to move in the direction of a countywide system of performance management, measurement, and reporting.

To that end, it suggests changes in county code that will facilitate transition to the new model. Best practices research demonstrated that formal policy decisions and codified directives were consistent drivers in implementing successful strategic planning and performance measurement systems.

The work group proposes these recommendations for council consideration and enactment into county code.

1. Agencies and departments should continue ongoing efforts to develop and improve planning, performance measurement, and reporting.
2. All agencies and departments will submit annual business plans as part of the budget process.
3. All agencies and departments will develop a strategic plan every 3-5 years.
4. The county should publish an annual countywide performance report to the public (could use the county's *AIMs High* report).
5. The county should implement a countywide citizen engagement process.
6. The county should prepare a countywide strategic plan every 3-5 years.

Note: The target implementation dates for numbers 3 and 6 may need to be set further out, such as 2010 or 2012.

Next Steps

Pending council action, the work group will concentrate on implementation of the remaining phases of the adopted work plan. These include the development of a detailed design for the countywide strategic planning, performance measurement and management system and identifying roles and responsibilities for its implementation. Some of the main steps involved in undertaking future phases include:

- Describe a countywide process for how to link strategic planning, performance management, and budgeting.
- Publish countywide performance reports.
- Develop ongoing method for evaluating and updating strategic planning and performance measurement practices and tools, and reporting to key policy-makers.
- Identify appropriate performance measurement software.
- Conduct a detailed assessment of the county's education and cultural change requirements. Develop a training, communication, and change management plan.

- Propose further refinements of county code.
- Implement an infrastructure that provides for authority and accountability for implementing performance management throughout the county.
- Identify and commit resources in the budget for implementation.
- Develop countywide priorities, policy, and budget, including strategies for linking priorities to budget.
- Evaluate and update performance management practices and tools, and reporting to key policy-makers and the public.

Acknowledgements

We want to acknowledge the support given to this long-term effort by the council and by the county's other elected officials. In addition, we appreciate the dedication of the Performance Measurement Work Group to this project. This leadership and collaboration puts King County much closer to achieving its vision of a countywide system of performance measurement and reporting.

cc: Metropolitan King County Councilmembers
Ron Sims, King County Executive
Scott Noble, King County Assessor
Barbara Linde, Chief Presiding Judge, King County District Court
Michael Trickey, Presiding Judge, King County Superior Court
Dan Satterberg, Interim King County Prosecuting Attorney
Sue Rahr, Sheriff, King County Sheriff's Office
Performance Measurement Work Group (see attached list of members)
Mike Alvine, Principal Legislative Analyst, Metropolitan King County Council

