



Legislation Text

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Clerk 11/17/2008

AN ORDINANCE creating the office of strategic planning and performance management in support of the performance and accountability act; amending Ordinance 11980, Section 2, as amended, and K.C.C. 2.10.010, amending Ordinance 11980, Section 3, as amended, and K.C.C. 2.10.010, amending Ordinance 12075, Section 3, as amended, and K.C.C. 2.16.025, Ordinance 16202, Section 6, and K.C.C. 2.10.XXX, Ordinance 16202, Section 10, and K.C.C. 2.10.XXX, Ordinance 16202, Section 11, and K.C.C. 2.10.XXX and Ordinance 12076, Section 5, as amended, and K.C.C. 4.04. 200 and repealing Ordinance 16202, Section 3, and K.C.C. 2.10.XXX.

PREAMBLE:

On July 18, 2008, the King County performance and accountability act, was signed into law by the King County executive. To maximize the value citizens receive for their tax dollars, county government must continuously improve its management and accountability. To implement the performance and accountability act along with other strategic policy and planning duties, the office of strategic planning and performance management is created through the reorganization of the King County executive offices. The office of strategic planning and performance management reorganizes the work of management analysis and planning; economic development and business relations; and performance management into three integrated functions managed by one office with a

broader set of responsibilities but with fewer staff. The creation of this office recognizes the financial challenges of King County and generates efficiencies through the combination of reduced resources while expanding the duties and responsibilities to be undertaken to meet the intent of the act. This reconfiguration of functions and associated staff will provide for a comprehensive, multidisciplinary approach to leverage limited county resources and maximize opportunities for policy and service coordination and collaboration across county government that is both more effective and efficient.

The purpose of the office is to facilitate strategic planning, innovation, sustainability and accountability across county government. The office will provide leadership in and coordination of countywide strategic planning and performance management as required by the performance and accountability act, growth management planning and economic development. This work encompasses: strategic initiatives and policy development, performance management and measurement; county governance transition efforts including annexation and incorporation; regional growth management planning and evaluation; and urban and rural affairs including community development, economic development, and historical landmark preservation.

Functional areas of the office shall include strategic planning and performance management; business relations and economic development; and strategic initiatives and policy development as discussed below.

Performance management and accountability. Strategic planning and performance management are the cornerstones of effective management and accountability. Activities and responsibilities within this functional area include development of an effective performance management and accountability system designed to enhance government accountability transparency, service performance and resource allocation. The office

shall also undertake performance management activities countywide, strategic and business planning, public reporting on county performance, and managing the executive's KingStat program. Together, this integrated management system will help to identify the county's future direction and ensures that county actions are meeting public expectations and deliver high valued services.

Business relations and economic development. The welfare of every King County resident depends upon a strong, globally-oriented and sustainable economy. The county's comprehensive growth management plan recognizes the importance of a long-term commitment to sustainable economic development, and the office will continue to leverage public-private partnerships with communities, businesses and economic development organizations to promote economic growth in King County and the Puget Sound Region.

Strategic initiatives and policy development. King County strives to create healthy, livable, economically prosperous, equitable and climate friendly communities for all residents of King County. Creating a sustainable quality of life for all King County residents requires integrated and coordinated strategies across all county service areas. This functional area will provide the linkages between new initiatives and policy directions to program and service delivery by departments and agencies. Activities and responsibilities within this functional area include the coordination of agency and system oriented planning efforts such as operational master plans and initiatives across county departments, offices and agencies and intergovernmental coordination and partnerships.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. Ordinance 11980, Section 2, as amended, and K.C.C. 2.10.020 are each hereby amended to read as follows:

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

A. "Accountability" means a process to set priorities, measure performance, and inspire the workforce to improve the overall performance and customer service of county government. County leadership should relentlessly follow up on commitments made in strategic and business plans and should also regularly monitor results over time to verify that change is real and sustainable.

B. "Agency" means the legislative branch, prosecuting attorney's office, superior court, district court, sheriff's office and the assessor's office.

C. "Benchmarks" means internal or external points of comparison to help understand performance results and should be used to help set targets and provide context for county results.

D. "Business plan" means a plan that reflects how individual agencies, departments, divisions or offices will contribute to achievement of the goals identified in the strategic plan during the next one to two years. The business plan provides an opportunity for continuous monitoring of the strategic plan. In addition to stating the agency's vision, mission and goals, the business plans shall identify internal and external change dynamics and strategies and evaluate how they will affect budget priorities and program direction. Business plans should be aligned with the budget and should provide performance measures that support budget decisions.

E. "Executive branch departments and offices" means all county departments and offices directly reporting to the county executive.

F. "Goals" means the results that the organization plans to achieve within a defined period of time.

G. "King County" or "countywide" means all county agencies and executive branch departments and offices.

H. "Mission statement" means the purpose of the organization. The purpose shall be described in terms of the outcomes or results the organization intends to achieve.

I. "Objectives" means the identification of some of the specific ways in which goals are to be achieved.

J. "Operational master plan" means the comprehensive plan for an agency setting forth how the organization will operate now and in the future. An operational master plan builds on an organization's strategic plan and shall include analysis of agency strategies, alternatives and their lifecycle costs to accomplish defined goals and objectives, performance measures, projected workload, needed resources, implementation schedules and general cost estimates. The operational master plan shall also address how the organization will respond in the future to changed conditions. K.C.C. 4.04. 200 requires that an operational master plan is done in conjunction with the directors of the office of management and budget and the office of strategic planning and performance management. The completed operational master plan includes an implementation plan and schedule and feeds into capital planning efforts for an organization.

K. "Outcomes" means results that are expected to be achieved and assessed by the use of performance measures that can indicate a rate of change over time. They measure the extent to which goals and objectives have been achieved.

L. "Performance management" means the systemic use of performance measurement information to help set performance goals, allocate and prioritize resources, inform decision making about program performance, policy and budget, to evaluate results achieved and to report on the success of meeting goals.

M. "Performance measure" means a quantifiable, enduring measurement of the amount, quality, efficiency or effectiveness of products or services produced by an agency, department, office or program.

N. "Performance measurement" means the identification and ongoing monitoring and reporting of program or agency results, particularly progress toward pre-established goals.

O. "Strategic plan" means a plan that clarifies the strategic direction on where an organization will be in five years and how it intends to get there. A strategic plan should define the current status of the organization, including its vision, mission and goals. It should also identify strengths, weaknesses, opportunities and challenges, both internal and external, that will either advance or impede the execution of the plan. A strategic plan should include prioritized strategies and actions that describe how goals will be achieved

given the projected opportunities and challenges. The strategic plan should also include a monitoring plan that describes, tracks and evaluates key outcomes to be achieved and high-level performance measures relevant to the stated goals.

P. "Targets" means a quantified statement of what level of performance a program or agency plans to achieve. Targets help to evaluate performance and should be based on baseline data, regulatory or industry standards, policy decisions, program evaluation, or the performance of comparable organizations or benchmarks.

Q. "Vision" means the vision statement that describes what the agency, department, office or program would like to achieve by delivering on the stated mission. The vision should be stable and can be very long-term and difficult to achieve. The vision shall be specific to the mission of the organization.

SECTION 2. Ordinance 11980, Section 3, as amended, and K.C.C. 2.10.010 are each hereby amended to read as follows:

~~((The purpose of creating and implementing a countywide performance and accountability system shall be to:~~

~~A. Promote a culture of accountability within King County government;~~

~~B. Demonstrate to the public and its decision makers the county's achievement in meeting its prioritized goals;~~

~~C. Engage the public in the development of countywide priorities as part of the development of a countywide strategic plan;~~

~~D. Assist county elected leaders in making policy and budget decisions; and~~

~~E. Increase the ability of county managers and staff to improve county management and customer service delivery and assess program effectiveness.~~

~~In order for the performance and accountability system to be successful it is the intent of King County that the system shall use strategic business planning to develop high-level strategic plans for the entire county~~

~~government and for each individual county agency, executive department and office. Strategic plans and annual business plans shall be directly related to the executive proposed county budget. An executive office will be created to provide leadership in and coordination of countywide performance management and measurement. It is the intent that the countywide performance and accountability system be developed and implemented in a fiscally responsible manner.))~~ King County shall develop an effective performance management and accountability system designed to enhance government accountability, transparency, service performance and resource allocation. The performance management and accountability system shall be comprised of strategic and business planning at countywide, system, department and agency levels that effectively uses performance measurement to support continuous organizational evaluation and improvement. There is consensus among county leadership that the performance management and accountability system effectively aligns collaborative efforts towards common county goals while respecting the needs of individual agencies to pursue organizational goals, and separately elected officials' obligation to deliver on their commitments to the public.

A. The purpose of creating and implementing a countywide performance management and accountability system shall be to promote a culture of accountability within King County government and will:

1. Engage the public in the development of countywide priorities as part of the development of a countywide strategic plan;
2. Demonstrate to the public and its decision makers the county's achievement in meeting its prioritized goals;
3. Increase the ability of county managers and staff to improve county management and customer service delivery and assess program effectiveness; and
4. Assist county elected leaders in making policy and budget decisions.

In order for the performance management and accountability system to be successful it is the intent of King County that the system shall use strategic business planning to develop high-level strategic plans for the entire

county government and for each individual county agency, executive department and office that are directly related to the executive proposed county budget. The office of strategic planning and performance management will provide leadership in and coordination of countywide performance management and measurement. It is the intent that the countywide performance management and accountability system be developed and implemented in a fiscally responsible manner.

B. The King County performance management and accountability system should be guided by the following guiding principles:

1. The public and elected leaders are engaged to develop countywide prioritized goals and align services to those goals;
2. King County publicly reports on how well it is meeting its performance goals;
3. Performance measures are directly linked to policy and resource allocation decisions;
4. Performance measurement is used by managers for strategic planning, program evaluation, operational improvements and budgeting; and
5. Performance measures are not to be used in a punitive manner but are used to support continuous organizational evaluation and improvement in collaboration with the workforce.

SECTION 3. Ordinance 16202, Section 3, and K.C.C. 2.10.XXX are each hereby repealed.

SECTION 4. Ordinance 12075, Section 3, as amended, and K.C.C. 2.16.025 are each hereby amended to read as follows:

The county executive shall manage and be fiscally accountable for the office of management and budget and the office of (~~(business relations and economic development)~~) strategic planning and performance management.

A. The office of management and budget functions and responsibilities shall include, but not be limited to:

1. Planning, preparing and managing, with emphasis on fiscal management and control aspects, the

annual operating and capital improvement budgets;

2. Preparing forecasts of and monitor revenues;

3. Monitoring expenditures and work programs in accordance with Section 475 of the King County Charter;

4. Developing and preparing expenditure plans and ordinances to manage the implementation of the operating and capital improvement budgets throughout the fiscal year;

5. Developing and using outcome-based performance indicators to monitor and evaluate the effectiveness and efficiency of county agencies in collaboration with the office of strategic planning and performance management;

6. Formulating and implementing financial policies regarding revenues and expenditures for the county and other applicable agencies;

7. Performing program analysis, and contract and performance evaluation review((-)) in collaboration with the office of strategic planning and performance management; and

8. ~~((Collecting and analyzing land development, population, housing, natural resource enhancement, transportation and economic activity data to aid decision making and to support implementation of county plans and programs, including benchmarks; and~~

9.)) Developing and transmitting to the council, concurrent with the annual proposed budget, supporting materials consistent with K.C.C. 4.04.030.

B. ~~((The county executive is requested to transmit to council an organizational report, proposed ordinance and fiscal note by August 15, 2008, creating an executive office responsible for performance management functions and responsibilities which shall include, but not be limited to the following functions listed as one through eight. The organizational report shall include an analysis and executive recommendation on whether the equity and social justice initiative should be managed in the executive office responsible for performance management. The report, proposed ordinance and fiscal note must be filed in the form of twelve~~

~~copies with the clerk of the council, who will retain the original and will forward copies to each councilmember and to the lead staff for the general government and labor relations committee:))~~ The office of strategic planning and performance management functions and responsibilities shall include, but not be limited to:

1. Performance management and accountability:

~~((1-))~~ a. ((P))providing leadership and coordination ((in performance management and measurement)) of the performance management and accountability system countywide;

~~((2-))~~ b. overseeing the production of a countywide strategic plan and annual performance report that includes all branches of county government;

c. making annual presentations to committee of the whole on the countywide annual performance report and countywide strategic plan;

~~((2-))~~ d. ((O))overseeing the development of strategic plans and business plans for each executive branch department and office;

~~((3-))~~ e. ((P))providing technical assistance on the development of strategic plans, and business plans for agencies;

f. developing and using outcome-based performance indicators to monitor and evaluate the effectiveness and efficiency of county agencies in collaboration with the office of budget and management.;

~~((4-))~~ g. ((O))overseeing the production of an annual performance report for the executive branch;

~~((5-))~~ h. ((M))managing an ongoing review of executive branch departments' and offices' performance, known as the KingStat program;

i. collecting and analyzing land development, population, housing, natural resource enhancement, transportation and economic activity data to aid decision making and to support implementation of county plans and programs, including benchmarks; and

~~((6-))~~ j. ((C))conducting public engagement about county performance management and reporting activities;

~~((7. Overseeing the production of a countywide strategic plan and annual performance report that includes all branches of county government; and~~

~~8. Making annual presentations to committee of the whole on the countywide annual performance report and countywide strategic plan.~~

~~C. The office of business relations and economic development functions and responsibilities shall include, but not be limited to:~~

~~1. Developing proposed policies to address economic development;~~

~~2. Providing quarterly economic reports to the executive and the council that characterize trends in employment, unemployment, business operations including layoff warnings required under state law and other factors that are useful in understanding economic trends;~~

~~3. Establishing, fostering and maintaining healthy relations with business and industry;~~

~~4. Optimizing the value of county-controlled assets, such as the King County airport, as engines for economic growth, recognizing that it may be in the public interest to foster job creation expansion of the tax base rather than maximizing direct revenue to the county from a particular asset;~~

~~5. Managing programs and developing projects that promote economic development, assist communities and businesses in creating economic opportunities, promote a diversified regional economy, promote job creation with the emphasis on family-wage jobs and improve county asset management. A report on these activities shall be included in the quarterly report required under subsection B.2 of this section;~~

~~6. Providing assistance to other county departments to determine if real property or other assets may be managed for economic development purposes to create jobs and expand private investment or administered in a manner that will provide additional revenue to the county;~~

~~7. Managing the boost, apprenticeship and business development programs including the following functions:~~

~~a. administering the discrimination and affirmative action in employment by contractors';~~

~~subcontractors' and vendors' policies under K.C.C. chapter 12.16;~~

~~b. administering the boost program for the use of small economically disadvantaged businesses on county contracts under K.C.C. chapter 4.19; and~~

~~c. administering the federal Americans with Disabilities Act of 1990 and federal Rehabilitation Act of 1973, Section 504, policies related to obligations of contractors with the county;~~

~~8. Serving as the disadvantaged business enterprise liaison officer for federal Department of Transportation and other federal grant program purposes; and~~

~~9. Managing the county's landmark preservation program including the following functions:~~

~~a. administering landmark designation and regulation functions under K.C.C. chapter 20.62;~~

~~b. serving as the county's historic preservation officer under the county's certified local government agreement with the state and for federal grant program purposes;~~

~~c. administering the landmark rehabilitation and improvement loan program in partnership with local financial institutions, administering the special valuation program under chapter 84.26 RCW and assisting with the current use taxation program for cultural resources;~~

~~d. providing oversight and assistance to other county departments to ensure compliance with federal, state and local cultural resource laws; and~~

~~e. preparing and administering interlocal agreements between the county and cities related to landmark designation and protection services.))~~

2. Business relations and economic development:

a. developing proposed policies to address regional, unincorporated urban, and rural economic development;

b. establishing, fostering and maintaining healthy relations with business and industry;

c. implementing strategies and developing opportunities that include partnering with, cities, the Port of Seattle and other economic entities on regional and subregional economic development projects;

d. developing and implementing strategies to promote economic revitalization and equitable development in urban unincorporated areas including the possible assembly of property for the purpose of redevelopment;

e. refining and implementing strategies in the county's rural economic strategies to preserve and enhance the rural economic base so that the rural area can be a place to both live and work;

f. assisting communities and businesses in creating economic opportunities, promoting a diversified economy and promoting job creation with the emphasis on family-wage jobs;

g. managing the contracting opportunities program to increase opportunities for small contractors and suppliers to participate on county-funded contracts. Submit an annual report as required by Ordinance 15703;

h. Managing the apprenticeship program to optimize the number of apprentices working on county construction projects. Submit an annual report as required by Ordinance 12787;

i. serving as the disadvantaged business enterprise liaison officer for federal Department of Transportation and other federal grant program purposes; and

j. managing the county's historic preservation program including landmark designation, protection, and enhancement to support tourism development, downtown revitalization and environmental and cultural sustainability;

3. Strategic initiatives and policy development

a. coordinatig executive initiatives across departments and agencies;

b. facilitating interdepartmental, interagency and interbranch teams on multidisciplinary issues;

c. leading governance transition efforts for the urban area consistent with the Growth Management Act;

d. providing technical assistance in the update of regional growth management planning efforts including the Countywide Planning Policies and distribution of jurisdictional population and employment

growth targets;

e. providing assistance in the development of agency and system planning efforts such as operational master plans; and

f. serving as the liaison to the Boundary Review Board for King County.

((D-)) C. The executive may assign or delegate budgeting, performance management and accountability, business relations ((and)), economic development and strategic initiatives and policy development functions to employees in the office of the executive but shall not assign or delegate those functions to any departments.

SECTION 5. Ordinance 16202, Section 6, and K.C.C. 2.10.XXX are each hereby amended to read as follows:

A. The performance management workgroup is hereby created. The workgroup shall provide a forum for managers and others responsible for performance management across county government to coordinate implementation of the goals of the countywide performance management and accountability system, including the countywide strategic plan. The workgroup shall advise the county council and shall be chaired by the county auditor. The workgroup shall meet at least quarterly.

B. Members of the workgroup shall include personnel from the following agencies, department and offices:

1. The council;
2. The sheriff;
3. The prosecuting attorney;
4. The assessor;
5. The superior court;
6. The district court;
7. The auditor;

8. Each executive branch department;
9. The office of information resources management;
10. The office of management and budget; and
11. The ~~((performance management director))~~ office of strategic planning and performance management.

C. The performance management workgroup shall:

1. Advise on implementation of a countywide performance management and accountability system~~((-~~));
2. Provide a collaborative forum among county peers on performance management and measurement and coordinate with potential partners outside of King County government~~((-~~));
3. Advise on the county's training curriculum on performance management and measurement~~((-~~); and
4. Advise on new developments in the field and potential opportunities to improve the county's performance management and accountability system.

SECTION 6. Ordinance 16202, Section 10, and K.C.C. 2.10.XXX are each hereby amended to read as follows:

A. Each county agency, department and office shall develop a business plan to guide its ongoing and proposed activities for a one- to two-year period. Each county agency, department and office business plan shall be revised and updated annually.

B. Each county agency, department and office business plan shall be transmitted to King County council along with the county executive proposed King County budget after review by the ~~((performance management director))~~ office of strategic planning and performance management and the office of management and budget.

C. The agency, department and office annual business plans shall be directly related to their strategic plans, strategic plan updates and to the county executive-proposed King County budget.

D. The agency, department and office business plans shall include, but shall not be limited, to the following components:

1. A vision, mission and goals for the agency, department or office;
2. Objectives and strategies to accomplish goals;
3. Internal and external change dynamics and strategies and an evaluation of how they will affect budget priorities and program direction;
4. A prioritized list of recommended budget changes to reflect change dynamics, funding, and goal achievement; and
5. Performance measures for each goal or program to help determine the impact of the proposed budget change with a primary manager listed as accountable for improvement of each performance measure.

SECTION 7. Ordinance 16202, Section 11, and K.C.C. 2.10.XXX are each hereby amended to read as follows:

It is the intent that there be an ongoing dialogue between the county council and agency, department and office directors on the countywide performance reports and strategic plans and individual agency, department and office strategic plans and business plans.

To assist in this review, the ((~~performance management director~~)) office of strategic planning and performance management shall present to the county council the annual countywide performance report and countywide strategic plan. It is the intent that the county council will review department, office and agency strategic plans and business plans on a periodic basis.

SECTION 8. The county executive is requested to transmit to council by motion by August 1, 2009, a five-year strategic plan for the department of development and environmental services. The strategic plan shall include in its mission statement to provide high-quality customer service. Eleven copies of the plan shall be filed with the clerk of the council, for distribution to all councilmembers.

SECTION 9. Ordinance 12076, Section 5, as amended, and K.C.C. 4.04. 200 are each hereby amended

to read as follows:

A.1. The executive shall be responsible for the implementation of all CIP projects pursuant to adopted project budgets and schedules. However, major maintenance reserve fund CIP projects may be implemented in accordance with the major maintenance reserve fund capital improvement budgeting procedures in K.C.C. 4.04.265, road CIP projects may be implemented in accordance with the roads capital improvement budgeting procedures in K.C.C. 4.04.270, solid waste CIP projects may be implemented in accordance with the solid waste capital improvement budgeting procedures in K.C.C. 4.04.273, surface water management CIP projects may be implemented in accordance with the surface water management capital improvement budgeting procedures in K.C.C. 4.04.275 and wastewater CIP projects may be implemented in accordance with the wastewater capital improvement budgeting procedures in K.C.C. 4.04.280.

2. At least fifteen days before advertising for construction bids for any capital project, the council chair and councilmembers in whose district construction will take place shall be notified. The notification shall include project identification, advertising dates and a summary description of the work to be performed, though failure to comply with this provision shall not delay bid advertisement.

B.1. The executive shall be responsible for implementation of adopted CIP projects to ensure their completion on schedule and within adopted budgets. However, major maintenance reserve fund CIP projects may be reprogrammed in accordance with K.C.C. 4.04.265, roads CIP projects may be reprogrammed in accordance with K.C.C. 4.04.270, solid waste CIP projects may be reprogrammed in accordance with K.C.C. 4.04.273, surface water management CIP projects may be reprogrammed in accordance with K.C.C. 4.04.275 and wastewater CIP projects may be reprogrammed in accordance with K.C.C. 4.04.280.

2. The budget for each major maintenance reserve fund CIP project shall not exceed by more than fifteen percent the amount specified for that project in the adopted six-year major maintenance reserve fund CIP, except when the amount is modified by ordinance or in accordance with the CIP exceptions notification process. The budget for each roads CIP project shall not exceed by more than fifteen percent the amount

specified for that project in the adopted six-year roads CIP, except when the amount is modified by ordinance or in accordance with the CIP exceptions notification process. The budget for each solid waste, surface water management and wastewater CIP project shall not exceed by more than fifteen percent the amount specified for that project in the adopted six-year solid waste, surface water management or wastewater CIP, except when the amount is modified by ordinance or in accordance with the CIP exceptions notifications process.

3. The executive may select consultants on all CIP projects. The executive shall implement this section by establishing rules and procedures that provide for consultant selection, ongoing CIP design review and project implementation.

C. All above-grade CIP projects shall be subject to the following process:

1. An operational master plan shall be developed by the agency requesting a CIP project in conjunction with the ~~((director of the))~~ office of management and budget and the office of strategic planning and performance management and shall be submitted to the executive and the council for approval;

2. A capital improvement plan, based upon the adopted county space plan, where applicable, and the approved operational master plan, shall be developed by the user agency with assistance from the implementing agency and shall be submitted to the executive and the council for approval.

3. A project program plan, based upon the adopted county space plan, where applicable, and the approved operational master plan, shall be developed by the user agency, with assistance from the implementing agency, for each requested CIP. This plan shall be submitted to the executive and the council for approval. This plan shall specify which projects will require a site master plan;

4. A site master plan shall be developed by the implementing agency, with input from the user agency, for all capital improvements that involve multiple projects, are complex in nature, or are otherwise identified as requiring such a plan in the project program plan. This plan shall be submitted to the executive and council for approval;

5. The executive may exempt smaller scale projects from the requirements in subsection C.1 and C.2

of this section if criteria for granting exemptions are established and approved by the council and if the implementing agency certifies the project program plan and related CIP or lease request is in conformance with the adopted county space plan; and

6. Capital projects that involve the development of new parks or significant addition to or rehabilitation of existing parks shall require a public meeting in the affected community at the program plan and site master plan stages, before submitting these plans to the executive and council for approval.