



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

June 17, 2014

Ordinance 17834

Proposed No. 2014-0225.1

Sponsors McDermott

1 AN ORDINANCE related to performance management and
2 accountability; amending Ordinance 11980, Section 2, as
3 amended, and K.C.C. 2.10.020, adding new sections to
4 K.C.C. chapter 2.10 and repealing Ordinance 11980,
5 Section 3, as amended, and K.C.C. 2.10.010, Ordinance
6 16202, Section 5, and K.C.C. 2.10.035, Ordinance 16202,
7 Section 6, as amended, and K.C.C. 2.10.045, Ordinance
8 16202, Section 7, and K.C.C. 2.10.055, Ordinance 16202,
9 Section 8, as amended, and K.C.C. 2.10.060, Ordinance
10 16202, Section 9, and K.C.C. 2.10.070, Ordinance 16202,
11 Section 10, as amended, and K.C.C. 2.10.080 and
12 Ordinance 16202, Section 11, as amended, and K.C.C.
13 2.10.090.

14 **BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:**

15 **SECTION 1.** The following are each hereby repealed:

- 16 A. Ordinance 11980, Section 3, as amended, and K.C.C. 2.10.010;
- 17 B. Ordinance 16202, Section 5, and K.C.C. 2.10.035;
- 18 C. Ordinance 16202, Section 6, as amended, and K.C.C. 2.10.045;
- 19 D. Ordinance 16202, Section 7, and K.C.C. 2.10.055;

20 E. Ordinance 16202, Section 8, as amended, and K.C.C. 2.10.060;

21 F. Ordinance 16202, Section 9, and K.C.C. 2.10.070;

22 G. Ordinance 16202, Section 10, as amended, and K.C.C. 2.10.080; and

23 H. Ordinance 16202, Section 11, as amended, and K.C.C. 2.10.090.

24 NEW SECTION. SECTION 2. There is hereby added to K.C.C. chapter 2.10 a
25 new section to read as follows:

26 A. It is the intent of the King County council to establish within the county
27 government a performance management and accountability system that ensures an
28 ongoing, systematic approach to improving county governmental operations and ensures
29 government program results through a system of strategic planning, evidence-based
30 decision making, continuous performance improvement and a focus on accountability in
31 the achievement of prioritized goals.

32 B. The performance management and accountability system shall:

33 1. Engage the public and county leadership in the development of countywide
34 priorities;

35 2. Demonstrate achievement in meeting the county's goals;

36 3. Increase the ability of county managers and staff to continuously improve
37 performance and customer service and to assess program effectiveness; and

38 4. Assist county elected leaders in making policy and budget decisions in
39 support of county goals and objectives.

40 C. The performance management and accountability systems shall consist of:

41 1. A system of strategic planning including:

42 a. vision and policy priorities;

- 43 b. strategic innovation priorities; and
44 c. business plans;
- 45 2. The King County budget as authorized under K.C.C. chapter 4.04;
- 46 3. A system of implementation, performance measurement and continuous
47 improvement consistent with authorities and responsibilities of the King County Charter;
48 and
- 49 4. Regular reporting and evaluation of results.

50 SECTION 3. Ordinance 11980, Section 2, as amended, and K.C.C. 2.10.020 are
51 each hereby amended to read as follows:

52 The definitions in this section apply throughout this chapter unless the context
53 clearly requires otherwise:

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

59 B-)) Activities" means the specific, measureable processes, products and services
60 implemented by an agency to achieve strategies and objectives.

61 B. "Agency" means the council administration and independent offices of the
62 legislative branch, ((prosecuting attorney's office, superior court, district court, sheriff's
63 office, the assessor's office and the office of economic and financial analysis)) the
64 executive branch, including departments, divisions and offices, the prosecuting attorney,

65 the superior court, the district court, the sheriff, the assessor, the department of elections
66 and the office of economic and financial analysis.

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

70 D.) "Business plan" means (~~(a plan that reflects how individual agencies,~~
71 ~~departments, divisions or offices will contribute to achievement of the goals identified in~~
72 ~~the strategic plan during the next one to two years. The business plan provides an~~
73 ~~opportunity for continuous monitoring of the strategic plan. In addition to stating the~~
74 ~~agency's vision, mission and goals, the business plans shall identify internal and external~~
75 ~~change dynamics and strategies and evaluate how they will affect budget priorities and~~
76 ~~program direction. Business plans should be aligned with the budget and should provide~~
77 ~~performance measures that support budget decisions)) the strategic planning documents
78 that articulates the proposed activities and resources necessary to achieve specific targets
79 for an agency during a prospective six to ten year period.~~

80 D. "Cross-functional strategic teams" means the leadership teams charged with
81 coordinating achievement of each of the goals of the vision and policy priorities.

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

84 F.) "Goals" means the (~~(results that the organization plans to achieve within a~~
85 ~~defined period of time)) statements of direction, purpose or intent that describe the future
86 state or result to be achieved.~~

87 ~~((G. "King County" or "countywide" means all county agencies and executive~~
88 ~~branch departments and offices.))~~ F. "Guiding principles" means the values that reflect
89 the beliefs about the roles and responsibilities of an agency and its employees;

90 G. "Measure" means a quantitative value, characteristic or metric used to track
91 the internal or external performance of objectives, strategies and actions.

92 ~~H. ("Mission statement" means the purpose of the organization. The purpose~~
93 ~~shall be described in terms of the outcomes or results the organization intends to achieve.~~
94 ~~))~~ "Mission" means the statement that identifies the county's or agency's purpose or reason
95 for existing that will guide its actions and strategies in the achievement of its vision.

96 I. "Objectives" means ~~((the identification of some of the specific ways in which~~
97 ~~goals are to be achieved))~~ a statement of the specific, measureable results stated to
98 achieve a goal. Objectives inform the development of strategies and activities.

99 J. ~~(("Operational master plan" means the comprehensive plan for an agency~~
100 ~~setting forth how the organization will operate now and in the future. An operational~~
101 ~~master plan builds on an organization's strategic plan and shall include analysis of agency~~
102 ~~strategies, alternatives and their lifecycle costs to accomplish defined goals and~~
103 ~~objectives, performance measures, projected workload, needed resources, implementation~~
104 ~~schedules and general cost estimates. The operational master plan shall also address how~~
105 ~~the organization will respond in the future to changed conditions. K.C.C. 4.04.200~~
106 ~~requires that an operational master plan is done in conjunction with the director of the~~
107 ~~office of performance, strategy and budget. The completed operational master plan~~
108 ~~includes an implementation plan and schedule and feeds into capital planning efforts for~~
109 ~~an organization.~~

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

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

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

120 ~~N.)) "Performance measurement" means ((the identification and ongoing~~
121 ~~monitoring and reporting of program or agency results, particularly progress toward~~
122 ~~preestablished goals)) collecting, analyzing and reporting data with regard to the~~
123 ~~performance of an agency, objectives, strategies, activities, programs or services.~~

124 K. "Result" means the outcome of a program, service, set of activities or strategy
125 used to describe the impact of the activity or strategy as it relates to meeting goals,
126 objectives and strategies.

127 L. "Strategic innovation priorities" means the prioritized cross-functional
128 strategic planning efforts or activities that that have the greatest likelihood of advancing
129 the goals identified in the vision and policy priorities. Strategic innovation priorities are:

130 1. The county's immediate planning priorities for the next biennium that will
131 require significant cross-functional planning and resource coordination;

132 2. Reflected in the subsequent executive's proposed budget and council adopted
133 budget; and

134 3. Based on recommendations of the council and in consideration of the
135 recommendations of the cross-functional strategic teams.

136 ~~((O. "Strategic plan" means a plan that clarifies the strategic direction on where~~
137 ~~an organization will be in five years and how it intends to get there. A strategic plan~~
138 ~~should define the current status of the organization, including its vision, mission and~~
139 ~~goals. It should also identify strengths, weaknesses, opportunities and challenges, both~~
140 ~~internal and external, that will either advance or impede the execution of the plan. A~~
141 ~~strategic plan should include prioritized strategies and actions that describe how goals~~
142 ~~will be achieved given the projected opportunities and challenges. The strategic plan~~
143 ~~should also include a monitoring plan that describes, tracks and evaluates key outcomes~~
144 ~~to be achieved and high-level performance measures relevant to the stated goals.))~~

145 M. "Strategies" means the specific, measureable systems, methods and
146 approaches to achieving an objective. Strategies guide the development of activities and
147 the products and services delivered to achieve the strategy.

148 ~~((P.))~~ N. "Target((s))" means a ((quantified statement of what level of
149 performance a program or agency plans to achieve. Targets help to evaluate performance
150 and should be based on baseline data, regulatory or industry standards, policy decisions,
151 program evaluation, or the performance of comparable organizations or benchmarks))
152 desired number or level related to a performance measure that the county or an agency is
153 striving to achieve through activities, strategies and objectives.

154 ~~((Q.))~~ O. "Vision" means the ~~((vision statement that describes what the agency,~~
155 ~~department, office or program would like to achieve by delivering on the stated mission.~~
156 ~~The vision should be stable and can be very long term and difficult to achieve. The~~
157 ~~vision shall be specific to the mission of the organization))~~ statement that identifies what
158 the county or agency strives to be in the future through the achievement of its goals and
159 objectives.

160 P. "Vision and policy priorities" means the high-level statement of long-range
161 strategic goals and priorities for King County government, generally with a ten to twenty-
162 year planning horizon, that are used countywide to prioritize decision making, business
163 planning and resource allocation.

164 Q. "Vision and policy priorities reporting" means the biennial, public reporting
165 on the county's results in achieving the targets of the goals and objectives of the vision
166 and policy priorities.

167 NEW SECTION. SECTION 4. There is hereby added to K.C.C. chapter 2.10 a
168 new section to read as follows:

169 A. Agencies shall use the process in this chapter to develop vision, mission,
170 goals, objectives, strategies and activities.

171 B. In carrying out this section, agencies shall:

172 1. Regularly engage the public to identify and provide feedback on countywide
173 priorities;

174 2. Work collaboratively with other agencies and between the legislative and
175 executive branches to develop prioritized goals, objectives and strategic innovation
176 priorities while respecting separate authorities established in the King County Charter;

177 3. Annually measure and report on how well it is meeting its goals, objectives

178 and targets;

179 4. Use performance measurement for planning, evaluation, continuous

180 improvement and resource allocation;

181 5. Use results to support continuous organizational evaluation and improvement

182 in collaboration with the workforce rather than punitive purposes; and

183 6. Implement the performance management and accountability system

184 consistent with the fair and just principle under K.C.C. 2.10.210 through 2.10.230.

185 NEW SECTION. SECTION 5. There is hereby added to K.C.C. chapter 2.10 a

186 new section to read as follows:

187 A. The vision and policy priorities include the county's:

188 1. Vision;

189 2. Mission;

190 3. Guiding principles;

191 4. Goals;

192 5. Objectives; and

193 6. Measures and targets for each objective.

194 B. The executive shall transmit the vision and policy priorities for adoption by

195 ordinance.

196 NEW SECTION. SECTION 6. There is hereby added to K.C.C. chapter 2.10 a

197 new section to read as follows:

198 A. The executive shall transmit a report and motion of the recommended strategic

199 innovation priorities by March 31 of each budget adoption year.

200 B. The results of strategic innovation priority planning may result in
201 implementation strategies and performance management recommendations for
202 integration into business plans, as well as recommendations for updates to the vision and
203 policy priorities.

204 C. It is council's intent that no more than six separate strategic innovation
205 priorities shall be identified for any budget period.

206 NEW SECTION. SECTION 7. There is hereby added to K.C.C. chapter 2.10 a
207 new section to read as follows:

208 A. Each agency shall develop a business plan, which shall include:

209 1. Policies and prioritization criteria affecting implementation, including, but
210 not limited to, operational, facilities, asset management, technology and climate action;

211 2. The agency's results for each of its targets for the last two years and, as
212 available, ten-year results trends;

213 3. Strategies and actions to be implemented;

214 4. Specific results and targets to be achieved for the period of the business plan;

215 5. Identification of the operational and capital resources necessary to deliver
216 strategies and actions, including facilities and technology for the period of the business
217 plan;

218 6. A financial plan for the period of the business plan;

219 7. A two-year implementation plan, including detail regarding strategies and
220 actions, additional capital resources, proposed fund expenditures and estimated revenues
221 and targets to be achieved; and

222 8. Analysis of alternatives considered and the estimated costs, as well as the
223 criteria used to evaluate alternatives to accomplish goals and objectives.

224 B. Each business plan must align to the vision and policy priorities, as well as
225 reflect policies contained in other county planning documents adopted by ordinance.

226 D. Business plans shall be transmitted with the executive's proposed budget
227 consistent with K.C.C. 4.04.030.

228 NEW SECTION. SECTION 8. There is hereby added to K.C.C. chapter 2.10 a
229 new section to read as follows:

230 A. By February 28 of each budget adoption year, the council shall adopt a motion
231 regarding the vision and policy priorities and strategic innovation priorities.

232 B. The motion shall reflect:

233 1. The council's review of the vision and policy priorities report required by
234 subsection 12; and

235 2. A review with the separately elected officials of results, trends and emerging
236 issues related to achieving the vision and policy priorities.

237 NEW SECTION. SECTION 9. There is hereby added to K.C.C. chapter 2.10 a
238 new section to read as follows:

239 A. A county performance management advisory committee shall be established
240 to facilitate legislative and executive branch collaboration and to review and make
241 recommendations to the executive and the council regarding the performance
242 management and accountability system.

243 B. The committee shall consist of:

244 1. The chair of the council, who shall serve as cochair of the committee;

245 2. The chair of the council's budget and fiscal management committee or
246 its successor;

247 3. The chair of the council's committee of the whole; and

248 4. The executive, who shall serve as cochair of the committee.

249 C. The committee is charged with review of and making recommendations to its
250 members' respective branch of government for the:

251 1. Vision and policy priorities and recommendations of the corresponding cross-
252 functional strategic teams;

253 2. Strategic innovation priorities;

254 3. Performance results reporting; and

255 4. Opportunities for cross-branch performance management and accountability
256 system collaboration.

257 B. The committee shall work on a consensus basis, respecting that
258 recommendations of the committee are not binding.

259 NEW SECTION. SECTION 10. There is hereby added to K.C.C. chapter 2.10 a
260 new section to read as follows:

261 A. An interbranch team shall be established to support the performance
262 management advisory committee.

263 B. The interbranch team shall consist of:

264 1. Up to three staff designated by the executive;

265 2. Up to three staff designated by the chair of the council;

266 3. One member of each cross-functional team, as designated by each team; and

267 4. The county auditor as an ex officio member.

268 C. The interbranch team shall be cochaired by one of the executive and
269 chair of the council designees.

270 D. The deputy county executive and council chief of staff shall serve as advisors
271 to the interbranch team.

272 NEW SECTION. SECTION 11. There is hereby added to K.C.C. chapter 2.10 a
273 new section to read as follows:

274 A. A cross functional strategic team shall be established for each of the goals
275 identified in the vision and policy priorities.

276 B. Cross functional strategic teams shall:

277 1. Annually review the internal and external performance and financial data,
278 trends and capabilities associated with achieving its goal and objectives;

279 2. Identify opportunities or conditions that have a likelihood of affecting the
280 county's achievement of its goal and objectives;

281 3. Identify solutions and coordinate the achievement of its goal and objectives;

282 4. Make recommendations to the performance management advisory committee
283 for the results, measures and targets of its goal and objectives;

284 5. Facilitate cross-agency collaboration and alignment of strategies and
285 activities to improve efficiency and effectiveness;

286 6. Transmit to the executive and members of the performance advisory
287 interbranch team an annual goal report summarizing the results, challenges and
288 opportunities by July 31 of each year.

289 C. For each goal, the team shall consist of:

290 1. The separately elected officials or their designees responsible for
291 implementing the strategies and activities of the goal;

292 2. The executive-designated department or division directors responsible for
293 implementing the strategies and activities of the goal;

294 3. One staff designated by the executive; and

295 4. One staff designated by the council.

296 D. The office of performance, strategy and budget, shall convene and facilitate
297 the teams, as charged by the performance management advisory committee.

298 NEW SECTION. SECTION 12. There is hereby added to K.C.C. chapter 2.10 a
299 new section to read as follows:

300 A. The executive shall post the vision and policy priorities report on the county's
301 website and transmit a vision and policy priorities report by September 30 of each non-
302 budget adoption year. The report shall be filed in the form of a paper original and an
303 electronic copy with the clerk of the council, who shall retain the paper original and
304 distribute electronic copies to all councilmembers and separately elected officials.

305 B. The vision and policy priorities report, produced by the office of performance,
306 strategy and budget, shall reflect the results identified in business plans and reports
307 transmitted by the cross functional strategic teams as identified in section 11 of this
308 ordinance. The report shall include, at a minimum, an evaluation of:

309 1. The status of achieving the stated goals and objectives; and

310 2. The effectiveness of the strategies and activities in achieving goals and
311 objectives.

312 NEW SECTION. SECTION 13. There is hereby added to K.C.C. chapter 2.10 a
313 new section to read as follows:

314 A. The auditor shall annually conduct an audit of at least one goal of the vision
315 and policy priorities in order to assess the county's effectiveness and efficiency in
316 achieving its goals and objectives.

317 B. The audits shall include, at a minimum, an assessment of:

- 318 1. The stated goals, objectives and strategies;
- 319 2. The effectiveness of the strategies and activities in producing the desired
320 results;
- 321 3. The measures and measurement of target achievement; and
- 322 4. The relationship between resource allocation and achievement of results.

323 C. The audits shall also include findings [consistent with] the achievement the
324 goal.
325

Ordinance 17834 was introduced on 6/9/2014 and passed by the Metropolitan King County Council on 6/16/2014, by the following vote:

Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,
Ms. Lambert, Mr. Dunn, Mr. McDermott, Mr. Dembowski and Mr.
Upthegrove
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Larry Phillips, Chair

ATTEST:



Anne Noris, Clerk of the Council

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CLERK
KING COUNTY COUNCIL

APPROVED this 24 day of JUNE, 2014.



Dow Constantine, County Executive

Attachments: None