



King County

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MEMORANDUM

DATE: April 5, 2011

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

FROM: Cheryle A. Broom, County Auditor

SUBJECT: King County Performance Management Work Group 2010 Report

We are pleased to transmit the King County Performance Management Work Group (PMWG) 2010 Report. This report summarizes the PMWG's contributions to advancing the vision of a countywide performance management and accountability system that was accomplished in collaboration with county leadership in the three branches of county government. The transmittal includes the 2011 work plan for the PMWG.

In 2010, the PMWG carried out its advisory function in three ways: through a series of briefings to the King County Council; through issue-specific meetings with and reports to the Executive Branch; and by providing a forum for council and executive staff to hear discussions and recommendations from other agencies and departments as part of their participation in the Work Group meetings. Our report highlights the Work Group's accomplishments based on its specific mandates.

CB:CS:jl

Attachment: King County Performance Management Work Group 2010 Report

cc: Metropolitan King County Councilmembers
Dow Constantine, King County Executive
Lloyd Hara, King County Assessor
Barbara Linde, Judge, King County District Court
Bruce Hilyer, Presiding Judge, King County Superior Court
Dan Satterberg, King County Prosecuting Attorney
Susan Rahr, Sheriff, King County Sheriff's Office
Sherril Huff, Director, King County Elections
King County Performance Management Work Group
Jennifer Giambattista, Senior Legislative Analyst, King County Council

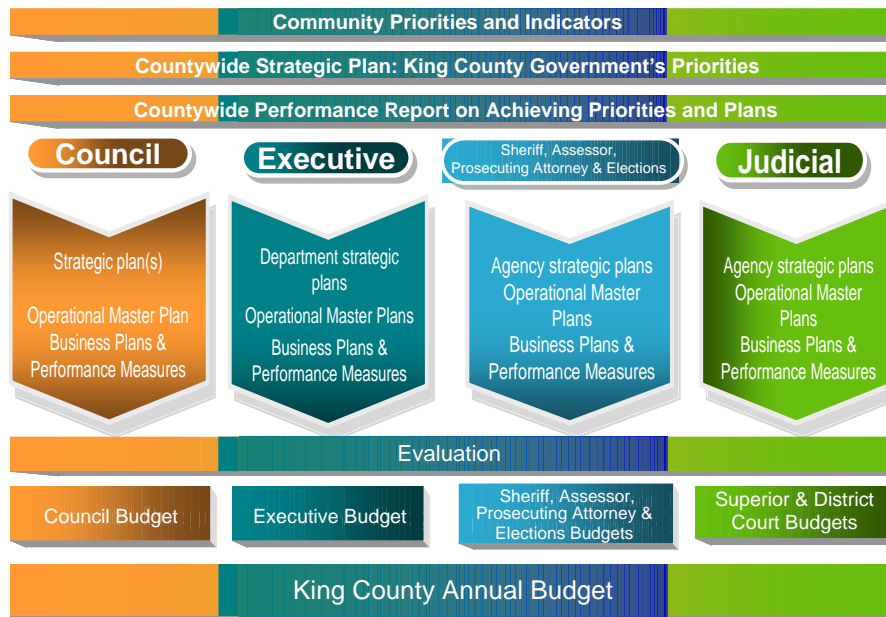
King County Performance Management Work Group 2010 Report

Introduction

2010 was a banner year for performance management in King County. The first half of the year was dominated by the work of finalizing the drafts, comments, and public input that would lead to the approval by the King County Council on July 19, 2010 of the first King County Strategic Plan. While led by the executive branch and the former Office of Strategic Planning, Performance & Management (OSPPM) (now Performance, Strategy & Budget [PSB]), the process offered distinct opportunities for the Performance Management Work Group (PMWG) to advise, inform, and promote a countywide effort. This report summarizes the PMWG's contributions to advancing the vision of a countywide performance management and accountability system that was accomplished in collaboration with county leadership in the three branches of county government.

Context & History

In 2007, the King County Council approved a mission and vision for a countywide system of performance management, measurement, and reporting. Those values became part of county code through adoption of the 2008 Performance and Accountability Act, which is designed to enhance government accountability, service performance, and resource allocation. The additions to county code provide for a comprehensive planning and performance management system that links countywide priorities, citizen input, and performance indicators to agency strategic and business plans and performance measures in all branches of county government. The plans in turn inform budget decisions that shape the daily operations of King County government, as depicted in the figure below:



2/9/10

The legislative role of the Performance Management Work Group, per King County Code, is to:

- Advise on implementation of a countywide performance management and accountability system;
- Provide a collaborative forum among county peers on performance management and measurement and coordinate with potential partners outside of King County government;
- Advise on the county's training curriculum on performance management and measurement;
- Advise on new developments in the field and potential opportunities to improve the county's performance management and accountability system;
- Optionally review county agency, department, and office strategic plan and updates before transmittal to the King County Council; and
- Provide a forum to coordinate implementation of the goals of the countywide performance management and accountability system, including the countywide strategic plan.¹

In addition, Ordinance 16652 added another mandate in 2009:

- Upon completion of the final countywide strategic plan by the executive, the performance management workgroup as part of its 2010 work program shall undertake an advisory review of Ordinance 16202, the performance and accountability act, as amended, to enhance or clarify, as needed, the strategic planning framework, schedule, definitions and requirements as to their practicality and ease of implementation.

Summary of Accomplishments

The PMWG was initially mandated by motion in 2003 and expanded in 2004 to provide an advisory group for the review and critique of performance measures and business plans prepared by county departments. In 2008, its membership was expanded to include personnel from all branches and independently elected offices and its responsibilities evolved to their current form. In 2010, the PMWG continued to make strides in addressing its code responsibilities, as described below.

Advise on implementation of a countywide performance management and accountability system.

The PMWG performed this role as advisor in three ways: through a series of briefings to the King County Council; through issue-specific meetings with and reports to the Executive Branch; and by providing a forum for council and executive staff to hear discussions and recommendations from other agencies and departments as part of their participation in the PMWG meetings.

Between February and July 2010, at the request of Councilmember Kathy Lambert, Chair of the council's Government Accountability & Oversight (GAO) Committee, the PMWG provided the GAO with a series of monthly briefings on performance management and accountability issues that would ultimately support the adoption of the countywide strategic plan.

Performance Management and Accountability System Overview, Performance Management Workgroup Annual Report, Countywide Community Forums (CCF) Annual Update

(February 16) – The committee was briefed on the history and developing structure of the countywide Performance Management and Accountability System (PMAS), PMWG's 2009 Annual Report, and the executive's view on going forward with the strategic plan. In addition, the committee was briefed on the CCF program's 2009 accomplishments.

Roles and Functions in the Countywide Plan (March 16) – PMWG members briefed the committee on the role and elements of a strategic plan.

¹ KCC 2.10.045, KCC 2.10.070, Ordinance 16202

Performance Measurement, Targets, and Benchmarks (April 20) – The committee was briefed on the types and reliability of measures, the logic model, and the establishment of targets and benchmarks.

Public Performance Reporting (May 18) – The committee was briefed on the purpose, audience, and uses of reporting.

Accountability (July 20) – The committee was briefed on the different types of accountability in King County’s system, what accountability measures are associated with the system and countywide strategic plan, and the council’s roles in the accountability process.

Review of the King County Strategic Plan/Agency Strategic Plan Alignment: The PMWG looked at how the strategic plan of several agencies/offices aligned with the countywide plan and developed a template to assess the level of alignment.

Review of the Business Plan/Budget Process Linkage: The PMWG developed a survey for business plan/budget preparers and reviewers and provided recommendations to OSPPM/PSB in preparation for the new set of Business Plan Guidelines. The survey indicated that business plan preparers were appreciative of PSB’s support but concerned about the timing and deliverables; linkages to performance management and accountability need to be strengthened; linkages between business plans and other agency plans need to be clarified; and more consistency is needed among the plans.

In addition, the PMWG reviewed the different drafts of the countywide strategic plan and provided input directly to OSPPM during several coordination meetings. In an April 7 memo to the executive, the PMWG chair transmitted the PMWG remarks and recommendations on the Executive Draft Countywide Strategic Plan.

Provide a collaborative forum among county peers on performance management and measurement and coordinate with potential partners outside of King County government.

The PMWG met ten times in 2010, providing what was characterized by one PMWG member as a “collaborative, safe space to talk about the mechanisms of performance management in an inter-branch setting.” Meetings are planned and timed to include discussion time for the group. Representation from all branches in subcommittee membership is promoted.

Advise on the county's training curriculum on performance management and measurement.

There were no opportunities in 2010 to advise on the county’s training curriculum, although the PMWG has done so in prior years.

Advise on new developments in the field and potential opportunities to improve the county's performance management and accountability system.

The PMWG’s outside consultant, Chris Veit of SMG/Columbia Consulting Group, researched how four different jurisdictions; Pinal County, CO; Albuquerque, NM; Washoe County, NV; and Montrose County, CO; handled and dealt with cross-branch accountability and collaboration and provided an insightful briefing at the August PMWG meeting. The presentation resulted in much discussion, was emailed to the group, and is available for further review. Findings included the following points:

- Ongoing struggle exist to achieve cross-branch/department collaboration, even after 10 years
- Jurisdiction-wide leadership reviews performance at least quarterly
- Employees are engaged through surveys and training
- The public is engaged through surveys, public meetings, and annual reports.

In addition, the group was briefed on the Community Indicators Consortium’s Performance Measure-Community Indicators Integration Project.

The performance management workgroup may review any county agency, department, and office strategic plan and updates before transmittal to the King County Council.

As noted above, the PMWG reviewed and provided comments on the different draft versions of the Countywide strategic plan prior to the plan's transmittal to the King County Council. Comments related to accountability, use of measures, and relationships between reporting levels.

Advisory review of Ordinance 16202, the performance and accountability act, as amended, to enhance or clarify, as needed, the strategic planning framework, schedule, definitions and requirements as to their practicality and ease of implementation.

The PMWG initiated the review of Ordinance 16202 and of KCC 2.10 with the creation of the Code Revision Subcommittee in November 2010. The subcommittee work is ongoing, and it will report its results to the full Work Group in early 2011.

PMWG Work Plan for 2011

In 2011, the PMWG will continue its advisory capacity to pursue the vision of an integrated performance management system that will inform decision-making and support a countywide culture of performance. This will be overlaid upon other key timelines for specific deliverables to the council and public, such as:

- Budget Instructions (March)
- PSB Briefing to COW (June 11)
- Performance Measurement Plan (June 30)
- Performance and Accountability Group Meetings (February and July)
- Budget Approval (November)

The PMWG will continue meeting its mandate as follows:

Advise on implementation of a countywide performance and accountability system.

Code Revisions Subcommittee will continue its review of existing Code language and will provide its recommendations in July.

Tiered Planning/Goal-Level Planning Subcommittee will reconvene in March to produce recommendations on the nature and structure of mid level strategic plans.

Business Plan-Budget Evaluation Subcommittee will reconvene in August to obtain timely feedback on the 2012 budget process from practitioners and reviewers and will report back to the PMWG in November.

Performance Measurement Framework Review Subcommittee will undertake a review and will provide feedback on the PSB framework prior to its presentation to council in June.

Provide a collaborative forum among county peers and coordinate with potential partners outside King County government.

Member organizations are given an opportunity to share their progress with the group at the opening of each meeting.

Examples of additional planned briefings:

- Council Reorganization (February)
- Product Catalog (March)
- Goal-Level Planning (March)
- Employee Performance and Accountability System (April)
- King County Auditor's Office Briefing on Performance Audits (May)

- ABT (June)
- Performance Measure/Community Indicators Integration (July)

Advise on new developments in the field and potential opportunities to improve the county's performance management and accountability system.

Low cost and local training opportunities will be shared with members, e.g., Association of Government Accountants (AGA) Performance Management Conference (November 3-4, 2011 in Seattle); Community Indicators Consortium (CIC) eConference with Community Indicator/Performance Measure Track (April 11-15, 2011)

Summary of Acknowledgements

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Appendix A: The Larger Context

The deadlines set in the Performance Management and Accountability Ordinance of 2008 were successfully met as the county made progress towards implementing the performance management framework developed by the Work Group and approved by the council.

King County Strategic Plan: Starting in 2010 and every five years thereafter, the county executive is mandated to develop a countywide strategic plan to guide the ongoing and proposed activities of the county for the next five years. The PMWG reviewed and commented on successive version of the plan. A first plan was submitted to council on May 1, 2010 and a revised version on July 14. It was adopted by the council, after review, on July 26, 2010.

Strategic Plan Implementation: As mandated by Ordinance 16897, the executive developed a strategic plan implementation update that included key milestones, timelines, and status of plan by December 16, 2010. Starting in December 2010, OSPPM/PSB started organizing teams around each strategic plan goals and strategies in order to identify appropriate performance measures.

Agency Strategic Plans: Beginning in 2010 and every five years thereafter, each agency, department, and office was asked to develop a strategic plan. Executive branch agencies began an effort to identify the products associated with county services and programs and align those products with the strategies of the King County Strategic Plan (KCSP) as a necessary starting point for the next level of strategic planning to inform implementation of KCSP. The PMWG worked with several agencies in reviewing the link between those agency plans and the King County Strategic Plan.

Business Plans: The county continues to refine its approach to business planning. In December 2010, the PMWG initiated an evaluation of the linkages between business plans and the budget by querying developers and users of business plans on their views of the value and strength of the linkages. In refining the business planning process for 2012, PSB utilized input from the PMWG subcommittee as well as from a working group from executive departments. Annual business plans are due to PSB by June 3, 2011 and to council in late September along with the executive proposed budget.

Budget: Adopted on November 15, 2010 by the council, the budget was transmitted by the executive to council along with agency business plans. In late 2010, OSPPM merged with the Executive Office of Management & Budget into a single agency, Office of Performance, Strategy & Budget, in order to strengthen linkages between budget, strategic planning, and performance measures.

Public Engagement: Envisioned as the foundation on which the county's performance management and accountability system was to be built, public engagement was present through the work of the Countywide Community Forums (CCF). Working collaboratively with the Executive Branch, CCF developed a survey on customer service and public engagement and briefed the council on the results of the survey. In September/October, CCF offered a video and survey on Citizen Priorities for Government in Challenging Economic Times and compiled 766 responses from King County residents in a report that was distributed to the King County Council.

Public Reporting: Starting in 2009 and by June 30 each year, the executive reports annually on countywide performance through its award winning AIMs High.

Education: The executive implemented the Front Runners training program.

Appendix B: The Performance Management Work Group: Organizational Structure

Chaired by the County Auditor, the PMWG is an affiliation of representatives from the three branches and the independently elected agencies and offices that meets regularly as a collaborative forum and an advisory body to the council.

Monthly Meetings

Meetings happened in January, February, March, May, June, August, September, October, and December. They usually include the following elements:

- Report or update from the council or the executive on performance management related issues. The first half of 2010 was dominated by updates on the progress of the Strategic Plan and more generally on the reorganization of the Executive Branch, following the change in administration.
- Reports or updates from the PMWG Subcommittees.
- Discussion.
- Sharing of information.

Subcommittees

The work of the PMWG happens at the subcommittee level. Subcommittees are made up of volunteers and augmented as needed to insure representation from all branches. The following subcommittees were active in 2010:

1. GAO Briefing Subcommittee

The purpose of this subcommittee was to prepare and coordinate five briefings for the Council Government Accountability & Oversight Committee on the topics requested by Councilmember Lambert. The briefings were intended to provide background to the GAO to assist them in developing the countywide performance management system. The subcommittee met between January and July to prepare briefing materials and pull in additional Work Group members as appropriate to assist with preparation and presentation of the briefing materials.

2. Countywide Strategic Plan Content Subcommittee

The subcommittee met to 1) review the second draft of the countywide strategic plan released on March 8, 2010 and assist the full Work Group in developing recommendations to be considered for inclusion in the final draft of the countywide strategic plan, and 2) provide recommendations on the scope and content of the final version of the countywide strategic plan. Findings were presented at the full Work Group on March 24, 2010.

3. Countywide Implementation and Accountability Subcommittee, later changed to the Agency Strategic Plan/Countywide Strategic Plan Alignment

The subcommittee was tasked with preparing draft recommendations for how to implement the countywide strategic plan and create accountability for action. The subcommittee initially reviewed the level, elements, structure, and measures of the countywide strategic plan and looked for gaps and problem area. A verbal report was presented to the full Work Group and during a meeting with OSPPM.

The Agency Strategic Plan/ Countywide Strategic Plan Alignment Subcommittee took on the role of developing draft recommendations for how to implement agency strategic plans that are linked to the countywide plan and consistent across branches and departments. The subcommittee reviewed how several existing agency-level strategic plan aligned with the King County Strategic Plan and developed a matrix for use in assessing the level of alignment between the agency-level and the county plan.

4. Code Revision Subcommittee

A subcommittee was convened to review and recommend changes to existing county code that could enhance the county's strategic planning and performance management efforts. The subcommittee is still working on its review and will present to the full Work Group for review and refinement later this year.

5. Business Plan/Budget Evaluation Subcommittee

Convened in December to evaluate the linkages between the agency business plans and budget outcomes. Expects to complete preliminary research and recommended improvements in time to be included in Budget Instructions for next year and finalize their research with a report to council the first quarter 2011.

6. Objective Team Participation

Members of the PMWG volunteered to participate in Objective Team (16) meetings as subject matter experts on performance measures. Those meetings are running from December 2010 to March 2011.