

ATTACHMENT A - PROVISIO RESPONSE
PERFORMANCE MEASUREMENT PROGRAM

SUMMARY/OVERVIEW

The purpose of this report is to respond to the King County Council's budget proviso regarding the Executive's Performance Measurement Program (PMP)¹. This report addresses all of the requirements of the proviso which include the following:

1. Provide a work plan and schedule for implementing a performance measurement system for executive departments (Exhibit A).
2. Identify how departments were selected for implementation of performance measurement (page two).
3. Identify criteria for evaluating department mission and goal statements (page three).
4. Rate department mission and goal statements in accordance with the criteria (pages three-four).

In addition to addressing the above requirements, below is an outline of the objectives for the Executive's PMP. The County's current financial crisis has presented an opportunity to carefully examine services and programs along with their underlying policy direction. The Parks Division and the Department of Adult and Juvenile Detention are two examples where changes in policy direction in 2003 brought about a refocus in service delivery objectives and subsequent program changes. In the case of DAJD, greater emphasis has been placed on alternatives to secure detention that resulted in the creation of the Community Corrections Division. The Parks Division mission has been redefined to focus on regional services and more entrepreneurial business practices are being undertaken. As these operations redefine and refocus their efforts, how do we evaluate the impacts of these policy changes and program shifts? As a management tool, performance measurement can help quantify results while also providing information about additional opportunities for business improvements.

The Executive's PMP is designed to address the following key objectives:

- To provide clearly defined mission statements that reflect a department's primary focus
- To provide identifiable goals that serve as a framework for how a department will achieve its mission
- To provide a handful of unique performance measures that track a department's progress in achieving its goals
- To provide a process for refocusing and refining mission statements, goals and performance measures as financial realities necessitate changes in service delivery and to measure the impacts of those changes
- To provide a standard template for resource measures common to all departments

¹ The Executive's Performance Measurement Program involves the seven departments under the County Executive. These departments are the Department of Executive Services (DES); the Department of Development and Environmental Services (DDES); the Department of Adult and Juvenile Detention (DAJD); the Department of Transportation (DOT); the Department of Natural Resources and Parks (DNRP); the Department of Community and Health Services (DCHS); and the Department of Public Health (DPH).

BACKGROUND

The County Executive's performance measurement effort had its initial beginnings in 1999, when the seven King County Executive Departments embarked on a strategic business planning effort. Department business plans are now updated annually and include department mission, vision and goal statements and descriptions of core lines of business. In recent years, departments have included business measures for the programs and activities identified in their core lines of business. Department business plans are transmitted to the Council annually as part of the Executive budget process.

The Executive's PMP will take the business planning a process a step further by providing a management oversight process for a select handful of key measures that represent broad operational areas and/or current policy focus. Measures deemed part of the PMP are reviewed by the Executive, Assistant Executives, the Office of Management and Budget and the Executive Cabinet with the goals of increasing accountability and fostering discussion of common issues and solutions.

WORKPLAN AND SCHEDULE

Responsive to proviso requirements:

1. Provide a work plan and schedule for implementing a performance measurement system for executive departments
2. Identify how departments were selected for implementation of performance measurement.

Work on the initial phase of performance measure development is anticipated to continue through 2003 and includes the following steps:

- Initial Measure Development/Refinement
- Data Collection
- Business Planning/Internal Baseline Reporting

While no one department was targeted for early implementation, department participation in this program has been phased. The departments targeted for the first and second stages of participation (DES, DAJD, DOT, DNRP, DDES and DOT) have completed approximately 85 percent of their measure development and baseline data collection. Exhibit "B" contains a sample of proposed measures currently under consideration for inclusion in the PMP. Included are measures related to the 2003 policy and operational changes in the Parks Division and DAJD. Measures for the Community Corrections Division are being reported through the monthly proviso process. Upcoming work includes reviewing existing DPH measures to select those to be reported for PMP, and assisting DCHS in the development of their initial measures. All departments are slated to have measures in place by July 2003. Departments will be asked to incorporate key performance measures in their 2004 business plans.

EVALUATION OF DEPARTMENT MISSION STATEMENTS AND GOALS

Responsive to proviso requirements (con't):

3. Identify criteria for evaluating department mission and goal statements.
4. Rate department mission and goal statements in accordance with the criteria.

Methodology

The OMB has refined its criteria for evaluating mission and goal statements (shown below) and has held meetings with departments to discuss how department mission and goals may be strengthened. Through the annual business planning process, which concludes in July, departments will be asked to ensure that mission and goal statements address the criteria below and are linked to department performance measures. OMB is scheduled to review and critique business plans again during the third quarter of 2003.

Mission Statement Criteria

1. The mission statement is clear and understandable.
2. The mission statement is concise and brief enough for most team members to keep in mind.
3. The mission statement clearly specifies what the department does, why it does it and for whom it does it.
4. The mission statement is broad enough to allow flexibility in implementation, but not so broad as to permit lack of focus.

Mission Statement Evaluation

On balance, departments rank equally in meeting the criteria for mission statements. A summary of department mission statements is found in "Exhibit C" to this report. We have identified the following areas for further discussion with departments:

- DES – The clarity and focus of the mission statement may be strengthened by the addition of descriptive information about what the department does and why it does it (criteria number "3" above). The department's independent consultant analysis concurred with this assessment. DES will revise its mission statement in its business plan update that is transmitted with the 2004 budget.
- DCHS - The mission statement may be enhanced by broad language about what the department does/performs in general terms to achieve the mission (i.e. "Provides human and social services to enhance the quality of life...").

Goal Statement Criteria

Department goals statements have been evaluated using the six criteria described below. The criteria are based on commonly accepted characteristics of "good" goal statements.

1. MISSION-DRIVEN – The goal is linked to the department's mission.
2. OUTCOME-ORIENTED – The goal describes desired outcomes or actions rather than outputs (i.e. the goals statement contains words like meet, improve, ensure, sustain versus output-oriented words like serve, produce, conduct, train, develop).
3. TARGETED – The goal identifies to whom and/or to what the outcomes or actions are directed (i.e. children, seniors, citizens, economy, affordable housing, etc.).
4. MEASURABLE – The goal can be evaluated in qualitative or quantitative terms.
5. SUSTAINABLE – The goal reflects the department's priorities over a sustained period of time (broad, multi-year focus).
6. UNDERSTANDABLE – The goal is written clearly and concisely and is devoid of professional jargon (understandable to the layperson).

Goal Statement Evaluation

A list of department goal statements can be found in "Exhibit C" to this report. Departments will be asked to ensure that goal statements are linked with performance measures in their 2004 business plans. OMB has completed an initial evaluation of department goals and has determined that most goals meet the above criteria. OMB is recommending that department's review the following areas during their 2004 business plan preparation:

- It is recommended that DES include the results of their ongoing work to develop measurements for customer satisfaction, changing customer requirements and management of capital and human resources in their 2004 business plan.
- It is recommended that DCHS goal "preservation of rights," be enhanced with a more specific description of the desired outcome. DCHS goals can be further strengthened by continued work on defining measurements in terms of outcomes rather than outputs.
- DAJD goals are currently being reviewed in the context of countywide criminal justice policy discussions. It is anticipated that the relationship of department goals to performance measures will be strengthened with more use of outcome measures (changes, ratios, etc.) versus output measures (counts or actions that take place). DAJD is working closely with the Council Auditor to develop a cost model in order to meet DAJD proviso requirements. It is anticipated that cost measures will be derived from this effort.
- DNRP has good outcome measures for its seven goals. DNRP has indicated that they will add specific efficiency-related measures in the next year.
- DOT has noted in their 2003 business plan that they are continuing to work on outcome-based measures for the goal related to promoting employee involvement. It is recommended that DOT update this status in their 2004 business plan. DOT has good measures for the rest of its goals.
- It is recommended that DDES identify outcome-based measures for the goal "develop and maintain a positive and collaborative workforce."

EXHIBIT A
2003 PERFORMANCE MEASUREMENT WORK PLAN

		2003												2004		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
PHASE I - MEASURE DEVELOPMENT AND REFINEMENT (2003)																
Jan-Mar	DES/DAJD developed measures/conduct reviews															
Feb-Apr	DOT, DDES, DNRP develop measures/conduct reviews															
Mar-Jun	DCHS/DPH develop measures/conduct reviews															
Apr	DES/DAJD Executive Staff and Cabinet review/critique															
May	DOT/DNRP/DDES Executive Staff and Cabinet review/critique															
Jun	DCHS/DPH Executive Staff and Cabinet review/critique															
May	DES/DAJD finalize measures															
Jun	DOT/DNRP/DDES finalize measures															
Jul	DCHS/PH finalize measures															
PHASE II - DATA COLLECTION (2003)																
Apr	DES/DAJD report baseline data to OMB															
May	DOT/DDES/DNRP report baseline data & 03 Q1 data to OMB															
May	DES/DAJD report 03 Q1 data to OMB															
Jun	DCHS/DPH report baseline data and 03 Q1 data to OMB															
Aug	All Depts. report 03, Q2 data to OMB/Executive for review															
Nov	All Depts. report 03, Q3 data to OMB/Executive for review															
Feb	All Depts. report 03, Q4 data to OMB/Executive for review															
Ongoing	OMB database/report maintenance/refinement															
PHASE III BUSINESS PLANNING AND INTERNAL BASELINE REPORTING (2003-2004)																
Apr	OMB discuss mission and goals statements w/depts.															
May	OMB provide 04 business plan instructions to depts															
Jun	Depts. present 03 Q1 data to Exe Cabinet															
Jul	Department 2004 business plans due to OMB															
Aug-Sep	OMB review and comment on business plans															
Sep	Depts. present 03, Q2 data to Exe Cabinet															
Dec	Depts. present 03, Q3 to Exe Cabinet															
Dec	OMB report to Executive on PMP--evaluation and next steps; including 04 workplan, ongoing external reporting proposal															
Mar	Depts. present 03, Q4 data to Exe Cabinet															

REVISED EXHIBIT B
PROVISO RESPONSE
PERFORMANCE MEASUREMENT PROGRAM
Dated June 24, 2003

PROPOSED PERFORMANCE MEASURES

(This is not intended to be a complete list of measures currently under development. The measures shown below are currently under discussion and subject to revision.)

COUNTY GOALS:

1. Promote the health, safety and well-being of our communities.
2. Enrich the lives of our residents.
3. Protect the natural environment.
4. Promote transportation solutions.
5. Increase public confidence through cost-effective and customer-focused essential services.

DEPT	COUNTY GOAL	DEPT GOAL(S)	PERFORMANCE MEASURES
DES	5	Exercise responsible stewardship of County resources. Identify and meet changing customer requirements.	<ul style="list-style-type: none"> • Finance - investment yield above benchmark return • Animal Control - cost per animal handled • Animal Control - cost per license issued • Archiving/Recording - cost per document recorded • Risk - average cost of transit claim settled under \$5000 • Risk - average cost per claim settled under \$50,000 (excludes Transit) • Risk - cost of risk as a percentage of the County's operating budget
DES	1, 5	Manage capital, human, information and technology resources to improve services and information sharing.	<ul style="list-style-type: none"> • Facilities - % of CIP milestones met – Jan to June • Facilities - % of CIP milestones met – July to Dec • Facilities - % of CIP expenditure rate met – Jan to June • Facilities - % of CIP expenditure rate met – July to Dec • IT - % of Network "up time" (WAN & I-Net) • IT - % of help desk calls resolved at the point of contact • Elections - % of on-time election reporting
DES	1, 2	Identify and meet changing customer requirements	<ul style="list-style-type: none"> • Animal Control - # of euthanized animals classified as healthy • Animal Control - # of animals released from shelter

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DEPT	COUNTY GOAL	DEPT GOAL(S)	PERFORMANCE MEASURES
			<ul style="list-style-type: none"> • compared to total shelter population • Elections - % of voters who vote absentee by election
DAJD	1,5	Provide adult and juvenile detention facilities that are safe, secure, humane, orderly, and provided in an innovative and cost effective manner	<ul style="list-style-type: none"> • Average daily population (ADP) of adults in secure housing • ADP of juveniles in secure housing • % of psychiatric inmates in suicide housing
DAJD	1,5	Provide a catalyst for change in the lives of offenders by broadening the continuum of programs and community corrections alternatives to secure detention, in an innovative and cost effective manner	<ul style="list-style-type: none"> • ADP of Adult Work Education Release • ADP of Electronic Home Detention • Average daily enrollment (ADE) of Adult Work Crew • ADE Adult Day Reporting Center • ADP Juvenile Alternative Programs
DOT	5	Provide integrated countywide public transit and roads services, products and facilities that are safe, reliable, convenient and efficient.	<ul style="list-style-type: none"> • Transit – bus operating cost per hour • Transit – bus on-time performance • Transit – complaints per million boardings • Transit – miles between trouble calls • Transit – bus vehicle maintenance cost/mile • Transit – Vanpool direct operating cost/trip • Transit – ACCESS direct operating cost/ride • Airport – actual revenues as a percent of planned revenues

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DEPT	COUNTY GOAL	DEPT GOAL(S)	PERFORMANCE MEASURES
DOT	5	(con't from previous page)	<ul style="list-style-type: none"> • Airport – number of gallons of fuel sold • Fleet – average hours to complete preventative maintenance compared to industry standard • Fleet – vehicle downtime to customers • Fleet - % of invoices processed having early payment discounts • Fleet - % of vehicles receiving preventative maintenance service within targeted timeline • Fleet - % of vehicles receiving repair work within targeted timeline • Fleet – maintenance cost per mile (light duty vehicles) • Roads – road maintenance costs per mile
DOT	4	Provide integrated countywide public transit and roads services, products and facilities that are safe, reliable, convenient and efficient.	<ul style="list-style-type: none"> • Transit – bus ridership • Transit – bus boardings per platform mile • Transit – Vanpool ridership • Transit – ACCESS ridership • Roads - pavement overlay miles installed • Roads - % of unincorporated road miles at good or better condition

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DOT	1, 2	Provide timely, consistent and clear two-way communication tailored to the transportation needs of customers and the citizens we serve.	<ul style="list-style-type: none"> • Roads - length of time to respond to requests for signal repairs, sign installation or repairs, payment/marking requests • Roads – length of time to respond to requests for pothole repairs, drainage complaints, other requests. • Roads - total lineal feet of pedestrian and non-motorized safety improvements made • Transit – overall customer satisfaction • Airport – # of FAA corrective actions
DNRP	1,3	Environmental Quality: Achieve a net gain in environmental quality by protecting and restoring the natural environment, ensuring public health and safety and exceeding environmental standards.	<ul style="list-style-type: none"> • Number of acres and linear feet of streams restored, enhanced or reconnected • % compliance with NPDES limits for wastewater treatment plans • % discharges conforming with permit requirements for solid waste facilities
DNRP	3	Waste to Resource: Regard the region's waste products as resources and minimize the amount of residual waste disposed.	<ul style="list-style-type: none"> • % of biosolids recycled and used • Volume of water reclaimed from wastewater system (in millions of gallons per year) • % of biogas recycled and used from wastewater treatment

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DEPT	COUNTY GOAL	DEPT GOAL(S)	PERFORMANCE MEASURES
			facilities (combined South Plant and West Point) <ul style="list-style-type: none"> • % of methane produced by the Cedar Hills landfill that is converted to usable energy
DNRP	1,5	Community Investment: Contribute to healthy communities by providing recreation, education and sound land management.	<ul style="list-style-type: none"> • Cumulative percentage of new Parks revenue relative to annual new revenue projections • % of new Parks revenue from advertising, leasing and concession agreements • % of new Parks revenue from bequests and donations • Savings (parks maintenance savings) from agreements with non-profits • # of transfers of parks and recreation assets transferred based on total number slated to be transferred • New Parks revenues as a percentage of Parks total budget • Amount of WLRD operating and capital non-fee and non-tax revenue
DDES	1	Promote quality communities and protect the natural environment by consistently applying regulations and developing regulatory improvements.	<ul style="list-style-type: none"> • Residential building permit applications received/completed/issued • Commercial building permit applications received/completed/issued

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DEPT	COUNTY GOAL	DEPT GOAL(S)	PERFORMANCE MEASURES
DDES	5	Deliver dependable customer service.	<ul style="list-style-type: none"> • Amount of time a caller spends "on hold" while awaiting customer assistance (reported in seconds) • Individual visits to DDES web site • Building inspection appointments made within the 24-hour standard • # of applications successfully completing intake within the adopted target.
DDES	3	Promote quality communities and protect the natural environment by consistently applying regulations and developing regulatory improvements.	<ul style="list-style-type: none"> • Days elapsed between complaint initiation and response for complaints involving alternations or impacts to the natural environment
DDES	5	Promote and maintain sound resource management through reliable business practices.	<ul style="list-style-type: none"> • % of billings waived • dollar amount of billings waived • % of department-wide chargeable hours achieved

EXHIBIT C

PROVISO RESPONSE PERFORMANCE MEASUREMENT PROGRAM

DEPARTMENT MISSION AND GOALS

(Source: 2003 Department Business Plans)

DES Mission: To serve the public and enable others to serve.

DES Goals:

- Identify and meet changing customer requirements.
- Encourage and expand the use of strategic partnerships
- Maintain and enhance a highly skilled workforce reflecting the diverse community we serve.
- Manage capital, human and information and technology resources to improve services and information sharing.
- Exercise responsible stewardship of County resources.

DCHS Mission: To enhance the quality of life, protect rights and promote self-sufficiency, safety and dignity of our county's diverse individuals, families and communities.

DCHS Goals:

- Meet the basic survival needs of vulnerable and marginalized populations.
- Meet the community belonging needs of King County residents.
- Meet the habilitation and rehabilitation needs of impaired and vulnerable populations.
- Meet the self-sufficiency needs of King County residents.
- Preservation of rights.

DPH Mission: The mission of Public Health – Seattle and King county is to provide public health services that promote health and prevent disease to King County residents in order to achieve and sustain healthy people and healthy communities.

DPH Goals:

- Provide mandated health services and prevention programs to address individual and community health concerns.
- Assess and monitor the health status of our communities.
- Prevent disease, injury, disability and premature death.
- Control or reduce the exposure of individuals and communities to environmental or personal hazards.
- Employ and retain a skilled workforce that reflects the diversity of the community.
- Provide for timely, consistent and clear two-way communication tailored to individual constituent communities to assure that the citizenry is fully informed of what the government is doing.

EXHIBIT C

PROVISO RESPONSE PERFORMANCE MEASUREMENT PROGRAM

DEPARTMENT MISSION AND GOALS

(Source: 2003 Department Business Plans)

DAJD Mission: The Department of Adult and Juvenile Detention contributes to public safety by operating safe, secure and human detention facilities and community correction programs, in an innovative and cost-effective manner.

DAJD Goals:

- **SAFE AND HUMAN SECURITY-** Provide adult and juvenile detention facilities that are safe, secure, humane and orderly.
- **CUSTOMER RESPONSE** – Support and be responsive to the public and other criminal justice and human-service agencies interests and objectives.
- **INMATE SERVICES** – Provide a catalyst for change in the lives of offenders by broadening the continuum of programs and community corrections alternatives to secure detention.
- **EMPLOYEE INVOLVEMENT AND MORALE** – Value employees, provide them with a healthy workplace environment, involve them in decisions that affect them and enhance communication initiatives.
- **EFFECTIVE PLANING AND ANALYSIS** – Provide key support for county and regional criminal justice planning efforts, provide criminal-justice analysis to support Executive mandate of data-driven decision-making; policy and program development.

DNRP Mission: Be the steward of the region's environment and strengthen sustainable communities by protecting our water, land and natural habitats, safely disposing of and reusing wastewater and solid waste, and providing natural areas, parks and recreation programs.

DNRP Goals:

- **ENVIRONMENTAL QUALITY** – Achieve a net gain in environmental quality by protecting and restoring the natural environment, ensuring public health and safety, and exceeding environmental standards.
- **WASTE TO RESOURCE** – Regard the region's waste products as resources and minimize the amount of sound residual waste disposal.
- **COMMUNITY INVESTMENT** – Contribute to healthy communities by providing recreation, education and sound land management.
- **LEADERSHIP** – Be a high performance regional environmental management agency by providing high quality services, working in partnerships and leading by example.
- **PRICE OF SERVICE** – Price our services reasonably and competitively while delivering the highest value to our citizens and maintaining safe and reliable systems.
- **CUSTOMER SATISFACTION** – Meet the needs of our customers through valued, high quality and responsive services.
- **EMPLOYEE INVOLVEMENT AND MORALE** – Be a forward thinking workforce where employees are engaged in our business, involved in decisions that affect them and understand their role in achieving the DNRP vision.

EXHIBIT C

PROVISO RESPONSE PERFORMANCE MEASUREMENT PROGRAM

DEPARTMENT MISSION AND GOALS

(Source: 2003 Department Business Plans)

DOT Mission: To improve the quality of life for citizens of King County by providing mobility in a way that protects the environment helps to manage growth and reduces traffic congestion.

DOT Goals:

- Provide integrated countywide public transit and roads services, products and facilities that are safe, reliable, convenient and efficient.
- Be an active regional partner by working with others to develop and carry out transportation plans and services that support mobility, accessibility, land use and growth management.
- Promote employee involvement in an effective workplace that reflects the diversity of the community.
- Provide timely, consistent and clear two-way communication tailored to the transportation needs of the customers and citizens.

DDES Mission: Serve, educate and protect our community through the implementation of King County's development and environmental regulations.

DDES Goals:

- Promote quality communities and protect the natural environment by consistently applying regulations and developing regulatory improvements.
- Deliver dependable customer service.
- Develop and maintain a positive and collaborative workforce.
- Promote and maintain sound resource management through reliable business practices.