



# KING COUNTY

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

## Signature Report

November 15, 2010

### Ordinance 16960

**Proposed No.** 2010-0543.2

**Sponsors** Patterson

1 AN ORDINANCE creating the office of performance,  
2 strategy and budget; reorganizing the office of strategic  
3 planning and performance management and the office of  
4 management and budget and; amending Ordinance 15378,  
5 Section 6, and K.C.C. 1.36.060, Ordinance 11980, Section  
6 3, as amended, and K.C.C. 2.10.010, Ordinance 11980,  
7 Section 2, as amended, and K.C.C. 2.10.020, Ordinance  
8 16202, Section 6, as amended, and K.C.C. 2.10.045,  
9 Ordinance 16202, Section 10, as amended, and K.C.C.  
10 2.10.080, Ordinance 16202, Section 11, as amended, and  
11 K.C.C. 2.10.090, Ordinance 134 (part), as amended, and  
12 K.C.C. 2.12.070, Ordinance 12550, Section 2, as amended,  
13 and K.C.C. 2.14.020, Ordinance 12075, Section 3, as  
14 amended, and K.C.C. 2.16.025, Ordinance 14199, Section  
15 11, as amended, and K.C.C. 2.16.035, Ordinance 11955,  
16 Section 9, as amended, and K.C.C. 2.16.045, Ordinance  
17 14155, Section 5, as amended, and K.C.C. 2.16.07585,  
18 Ordinance 16077, Section 4, and K.C.C. 2.130.010,  
19 Ordinance 12076, Section 2, as amended, and K.C.C.

20 4.04.020, Ordinance 12076, Section 5, as amended, and  
21 K.C.C. 4.04.200, Ordinance 14921, Section 5, and K.C.C.  
22 4.06.030, Ordinance 12076, Section 9, as amended, and  
23 K.C.C. 4.08.015, Ordinance 14596, Section 1, and K.C.C.  
24 4.08.055, Ordinance 15961, Section 1, and K.C.C.  
25 4.08.056, Ordinance 15556, Section 3, as amended, and  
26 K.C.C. 4.08.057, Ordinance 12076, Section 35, as  
27 amended, and K.C.C. 4.10.050, Ordinance 12076, Section  
28 38, as amended, and K.C.C. 4.12.040, Ordinance 15949,  
29 Section 3, as amended, and K.C.C. 4.33.010, Ordinance  
30 11992, Section 2, as amended, and K.C.C. 12.16.010 and  
31 Ordinance 8867, Section 1, as amended, and K.C.C.  
32 26.12.010.

33 **PREAMBLE:**

34 The merging of the office of strategic planning and performance  
35 management and the office of management and budget into the office of  
36 performance, strategy and budget will integrate the strategy, performance  
37 and budget functions within the department of executive services.

38 The newly configured office will allow for better alignment between  
39 budgeting, performance management, and strategic planning resulting in  
40 effective implementation of the recently adopted King County Strategic  
41 Plan.

42 The newly configured office will facilitate effective collaboration and  
43 planning across systems, agencies and governments.

44 The business development and contract compliance unit, which develops,  
45 promotes, and establishes inclusiveness in King County contracts and  
46 administers the King County apprenticeship program, is functionally  
47 aligned with the work of the department of executive services.

48 Shifting the business development and contract compliance unit from the  
49 existing office of strategic planning and performance management to the  
50 department of executive services integrates its work with the overall  
51 procurement and contracting functions of the finance and business  
52 operations divisions.

53 The historic preservation program ensures that the county's historic and  
54 archaeological resources are preserved for future generations.

55 Shifting the historic preservation unit from the existing office of strategic  
56 planning and performance management to the department of natural  
57 resources and parks provides better alignment with the existing functions  
58 of the director's office.

59 These organizational changes are consistent with the adopted King County  
60 Strategic Plan by improving customer service through co-location of  
61 similar functions.

62 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

63 SECTION 1. Ordinance 15378, Section 6, and K.C.C. 1.36.060 are each hereby  
64 amended to read as follows:

65           This chapter shall be implemented in phases to minimize cost. The county shall  
66 continue to use the previous crown logo on existing items until these are replaced in the  
67 usual course of county business, unless replacement with the new logo is either minimal  
68 in cost or is necessary for public health and safety purposes such as uniform identification  
69 for King County law enforcement officers. The executive shall coordinate with separately  
70 elected officials and branches of government to encourage implementation of this chapter  
71 in all county agencies. The office of (~~management~~) performance, strategy and budget  
72 shall submit semiannual reports to the council through 2009 on actual expenditures  
73 related to the implementation of this chapter. The reports should be submitted beginning  
74 September 29, 2006, with the subsequent report due March 30, 2007, and every six  
75 months thereafter. Eleven copies of each report shall be filed with the clerk of the  
76 council for distribution to all councilmembers.

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

79           King County shall develop an effective performance management and  
80 accountability system designed to enhance government accountability, transparency,  
81 service performance and resource allocation. The performance management and  
82 accountability system shall be comprised of strategic and business planning at  
83 countywide, system, department and agency levels that effectively uses performance  
84 measurement to support continuous organizational evaluation and improvement. There is  
85 consensus among county leadership that the performance management and accountability  
86 system effectively aligns collaborative efforts towards common county goals while

87 respecting the needs of individual agencies to pursue organizational goals, and separately  
88 elected officials' obligation to deliver on their commitments to the public.

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

92 1. Engage the public in the development of countywide priorities as part of the  
93 development of a countywide strategic plan;

94 2. Demonstrate to the public and its decision makers the county's achievement  
95 in meeting its prioritized goals;

96 3. Increase the ability of county managers and staff to improve county  
97 management and customer service delivery and assess program effectiveness; and

98 4. Assist county elected leaders in making policy and budget decisions.

99 In order for the performance management and accountability system to be successful it is  
100 the intent of King County that the system shall use strategic business planning to develop  
101 high-level strategic plans for the entire county government and for each individual county  
102 agency, executive department and office that are directly related to the executive  
103 proposed county budget. The office of (~~strategic planning and~~) performance  
104 (~~management~~), strategy and budget will provide leadership in and coordination of  
105 countywide performance management and measurement. It is the intent that the  
106 countywide performance management and accountability system be developed and  
107 implemented in a fiscally responsible manner.

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

110           1. The public and elected leaders are engaged to develop countywide prioritized  
111 goals and align services to those goals;

112           2. King County publicly reports on how well it is meeting its performance  
113 goals;

114           3. Performance measures are directly linked to policy and resource allocation  
115 decisions;

116           4. Performance measurement is used by managers for strategic planning,  
117 program evaluation, operational improvements and budgeting; and

118           5. Performance measures are not to be used in a punitive manner but are used to  
119 support continuous organizational evaluation and improvement in collaboration with the  
120 workforce.

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

123           The definitions in this section apply throughout this chapter unless the context  
124 clearly requires otherwise:

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

130           B. "Agency" means the legislative branch, prosecuting attorney's office, superior  
131 court, district court, sheriff's office, the assessor's office and the office of economic and  
132 financial analysis.

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

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

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

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

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

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

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

154 J. "Operational master plan" means the comprehensive plan for an agency setting  
155 forth how the organization will operate now and in the future. An operational master

156 plan builds on an organization's strategic plan and shall include analysis of agency  
157 strategies, alternatives and their lifecycle costs to accomplish defined goals and  
158 objectives, performance measures, projected workload, needed resources, implementation  
159 schedules and general cost estimates. The operational master plan shall also address how  
160 the organization will respond in the future to changed conditions. K.C.C. 4.04.200  
161 requires that an operational master plan is done in conjunction with the director((s)) of  
162 the office of ~~((management and))~~ performance, strategy and budget ~~((and the office of~~  
163 ~~strategic planning and performance management))~~. The completed operational master  
164 plan includes an implementation plan and schedule and feeds into capital planning efforts  
165 for an organization.

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

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

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

176 N. "Performance measurement" means the identification and ongoing monitoring  
177 and reporting of program or agency results, particularly progress toward preestablished  
178 goals.



179 O. "Strategic plan" means a plan that clarifies the strategic direction on where an  
180 organization will be in five years and how it intends to get there. A strategic plan should  
181 define the current status of the organization, including its vision, mission and goals. It  
182 should also identify strengths, weaknesses, opportunities and challenges, both internal  
183 and external, that will either advance or impede the execution of the plan. A strategic  
184 plan should include prioritized strategies and actions that describe how goals will be  
185 achieved given the projected opportunities and challenges. The strategic plan should also  
186 include a monitoring plan that describes, tracks and evaluates key outcomes to be  
187 achieved and high-level performance measures relevant to the stated goals.

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

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

196 SECTION 4. Ordinance 16202, Section 6, as amended, and K.C.C. 2.10.045 are  
197 each hereby amended to read as follows:

198 A. The performance management workgroup is hereby created. The workgroup  
199 shall provide a forum for managers and others responsible for performance management  
200 across county government to coordinate implementation of the goals of the countywide  
201 performance management and accountability system, including the countywide strategic

202 plan. The workgroup shall advise the county council and shall be chaired by the county  
203 auditor. The workgroup shall meet at least quarterly.

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

- 206 1. The council;
- 207 2. The sheriff;
- 208 3. The prosecuting attorney;
- 209 4. The assessor;
- 210 5. The superior court;
- 211 6. The district court;
- 212 7. The auditor;
- 213 8. Each executive branch department;
- 214 9. The office of information resources management; and
- 215 10. The office of ~~((management and))~~ performance, strategy and budget~~((; and~~
- 216 ~~11. The office of strategic planning and performance management))~~.

217 C. The performance management workgroup shall:

- 218 1. Advise on implementation of a countywide performance management and  
219 accountability system;
- 220 2. Provide a collaborative forum among county peers on performance  
221 management and measurement and coordinate with potential partners outside of King  
222 County government;
- 223 3. Advise on the county's training curriculum on performance management and  
224 measurement; and

225 4. Advise on new developments in the ~~((filed))~~ field and potential opportunities  
226 to improve the county's performance management and accountability system.

227 SECTION 5. Ordinance 16202, Section 10, as amended, and K.C.C. 2.10.080 are  
228 each hereby amended to read as follows:

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

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

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

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

- 241 1. A vision, mission and goals for the agency, department or office;
- 242 2. Objectives and strategies to accomplish goals;
- 243 3. Internal and external change dynamics and strategies and an evaluation of  
244 how they will affect budget priorities and program direction;
- 245 4. A prioritized list of recommended budget changes to reflect change  
246 dynamics, funding, and goal achievement; and

247           5. Performance measures for each goal or program to help determine the impact  
248 of the proposed budget change with a primary manager listed as accountable for  
249 improvement of each performance measure.

250           SECTION 6. Ordinance 16202, Section 11, as amended, and K.C.C. 2.10.090 are  
251 each hereby amended to read as follows:

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

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

261           SECTION 7. Ordinance 134 (part), as amended, and K.C.C. 2.12.070 are each  
262 hereby amended to read as follows:

263           Copies of the annual King County budget shall be available from the office of  
264 (~~management~~) performance, strategy and budget upon payment of five dollars for each  
265 copy, which fee shall be paid to the King County treasurer. The county executive shall  
266 make available to the public on the county's website, at no charge, an electronic copy of  
267 the budget ordinance.

268           SECTION 8. Ordinance 12550, Section 2, as amended, and K.C.C. 2.14.020 are  
269 each hereby amended to read as follows:

270           A. King County is committed to managing its public records as a countywide  
271 resource and in a manner that is efficient and economical; promotes open government  
272 and an informed citizenry; protects individual privacy; and meets county record retention  
273 and disposition standards.

274           B. A public records committee is hereby established. The public records  
275 committee shall advise the council and the executive on county public records policies,  
276 including both paper and electronic records. These policies must include policies for  
277 posting records on county web sites. The public records committee shall also provide  
278 guidance on the planning and implementation of a countywide records storage  
279 management plan and a countywide electronic records management system.

280           C. The manager of the records and licensing services division shall be the chair  
281 of the public records committee. The public records committee shall involve a broad  
282 membership of county departments and elected agencies, including at a minimum the  
283 following:

- 284           1. The council;
- 285           2. The prosecuting attorney's office;
- 286           3. The sheriff's office;
- 287           4. The assessor's office;
- 288           5. Office of ~~((management))~~ performance, strategy and budget;
- 289           6. The office of information resource management;
- 290           7. The department of executive services' public disclosure officer;
- 291           8. The department of executive services' chief of information security and  
292 privacy officer; and

