

Advancing Accountable Government

Presentation to Seattle Chapter AGA Meeting
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Today's Presentation

- Background
- How Does the Auditor's Office Contribute to Improved Accountability, Performance and Transparency in County Government?
- How Has King County Become More Performance Based?

KING COUNTY AUDITOR'S OFFICE HIGHLIGHTS OF 2007 ACCOMPLISHMENTS



King County

Cheryl A. Broom
King County Auditor

April 2008

IMPROVING ACCOUNTABILITY AND PERFORMANCE

In 2007, the King County Auditor's Office significantly contributed to accountability, transparency, and performance improvements in county government. Our 2007 audit work resulted in 20 reports and memorandums. We led next steps for countywide performance measurement and reporting, and began a model Capital Projects Oversight program including the \$1.75 billion Brightwater Treatment and Conveyance system. Moreover, agencies committed to implement 98% of our audit recommendations.

These recommendations include increasing accuracy and efficiency of Jail Health Services pharmacy and medication administration; improving cost-effective use of county vehicles, and promoting greater performance and cost savings in the Facilities Management Division's capital planning and programming. Our office started up two new programs that the county council entrusted to us. First, the Capital Projects Oversight Program strengthens the county's commitment to fiscal responsibility, transparency in government, and quality capital projects. We monitored five major projects and began to establish a system for tracking timeliness, financial status, and program performance of capital projects.

Mission Statement
The King County Auditor's Office conducts audits and other studies that identify and recommend ways to improve the accountability, performance, and efficiency of King County government.

Second, the Countywide Community Forums is a unique citizen engagement program through which citizens will meet in small groups to share views on important public policy issues. The first discussion topic will be: *Transportation: Public Priorities, Options and Funding*.

Additionally, the Countywide Performance Measurement Work Group, led by our office, made progress toward a countywide system of performance measurement, management, and reporting. Work Group Guidelines for planning and measurement are now included in the budget instructions by the county's Office of Management and Budget.

Through core mission audit work and these new complementary lines of business, the auditor's office met its goals. Our achievements are possible because of the commitment of the Metropolitan King County Council and other county officials to improving government. We are thankful for their support and look forward to 2008.

Cheryl A. Broom

JAIL HEALTH SERVICES' (JHS) PHARMACY OPERATIONS & MEDICATION ADMINISTRATION

This audit evaluated JHS's processes for administering medications to inmates, assessed the effectiveness of quality assurance activities, and reviewed staffing policies and practices, including workload and staffing trends. The auditor's office retained a consultant to provide technical and healthcare expertise.

Overall, the audit concluded that inmates are at no greater risk of medication-related errors than patients in other healthcare settings. However, improvements to staffing models for pharmacy and nursing shifts were recommended to ensure that staffing levels match workload demands and that JHS is using the most cost-effective mix of full-time staff, temporary staff, and staff overtime.

The report also recommended that JHS identify key publicly reportable performance measures, including outcome-based measures, and monitor these through joint reviews by JHS and the Department of Adult and Juvenile Detention. Implementation of the report's recommendations will improve the accountability, efficiency, and accuracy of medication dispensing and administration processes. JHS concurred with all of our recommendations and had begun implementation of several improvements when the report was published in October 2007.

KCAO provides traditional and new services:

- Performance Audits and Special Studies
- Countywide Performance Management (PM) Program
- Countywide Public Engagement Program
- Countywide Major Capital Projects Oversight Program

King County's progress:

- Advancing a countywide PM and accountability system
- Enhancing citizen engagement and reporting
- Improving capital project oversight

King County Auditor's Office

- Established in 1970; modeled after US GAO
- Annual work program adopted by Council
- Appointed County Auditor
- Highly capable 16 staff
- 2008 budget of \$2.6 million
- Follow generally accepted audit standards
- Innovative in methods and approaches



Countywide Performance Management

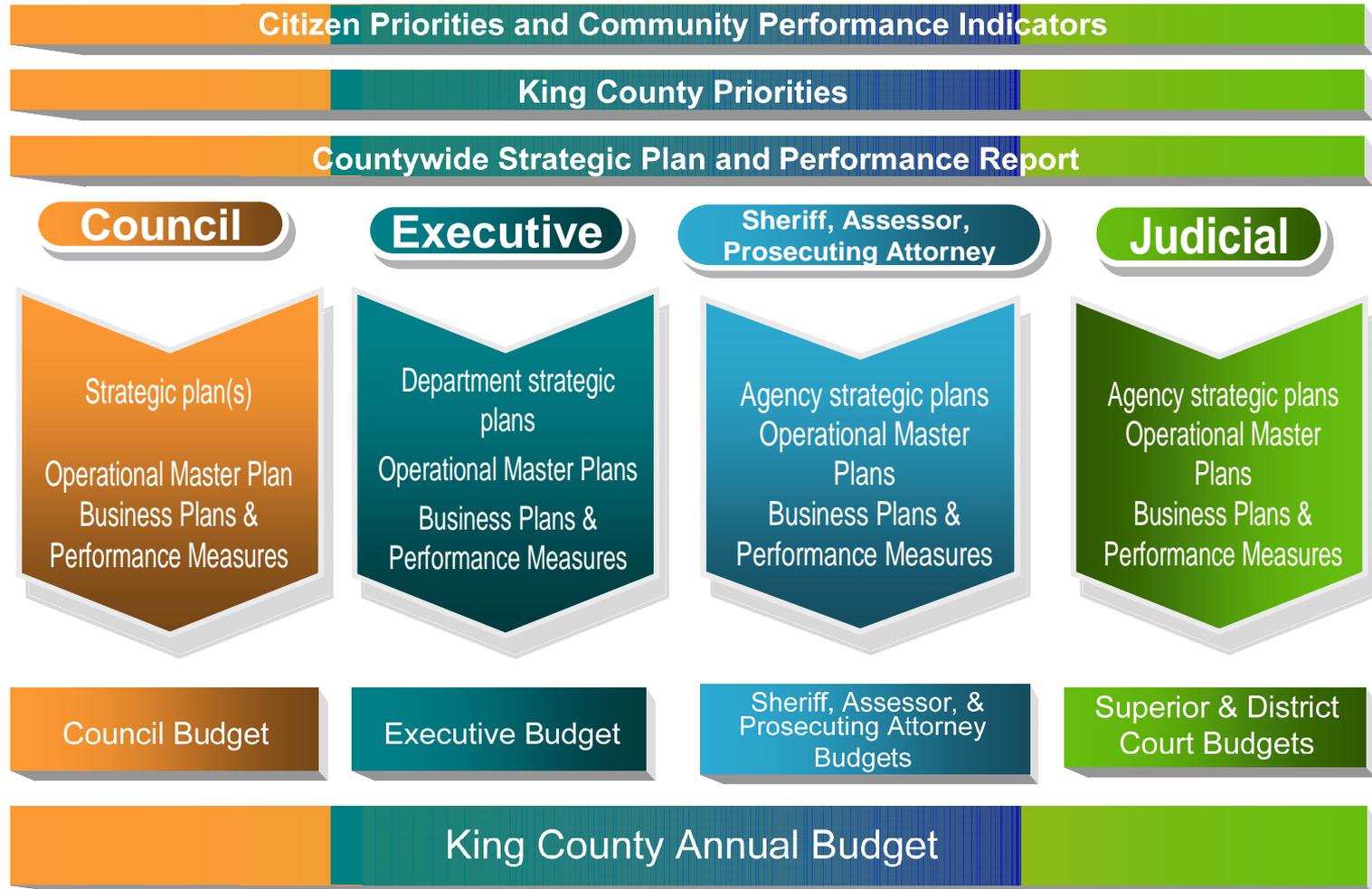
- 1991-2001: Some forward steps but C grade; Council asked Auditor to lead performance management improvement effort
- 2002-2008: Endeavors reflect more progress
 - Executive's AIMS High performance report and Web site and KingStat performance management program
 - Agencies' business plans/operational master plans
 - Council's *Priorities for People* & new Countywide Community Forums
 - Auditor's Office Countywide Performance Management Work Group and work plan



King County's Vision

- A countywide performance measurement and management system in which:
 - Leaders collaboratively establish county priorities
 - Agencies' services and resources are aligned to strategic goals and county priorities
 - Citizens are engaged and results are reported
 - Managers and policy-makers participate
 - Organizational learning is enhanced

Proposed Countywide Framework



Strategic & Business Plan Guidelines



Guidelines for King County Business Plans and Performance Measures

Important Milestones Achieved in 2008

- Performance and Accountability Ordinance enacted on July 7, 2008
- Motion asks Executive to produce an annual county performance scorecard and an annual report on the state of county government
- Countywide Work Group reports progress on work plan by its sub committees

Performance Legislation

- All agencies submit annual business plans as part of budget process
- All agencies develop a strategic plan every five years
- An annual countywide performance report
- Countywide public engagement process
- Countywide strategic plan prepared every five years

What About Citizen Engagement?

Evolving Approaches

- “Priorities for People” – Public to inform annual budget process
- Focus Groups – To improve the Executive’s performance report/scorecard
- Countywide Community Forums – To engage citizens in key issues

**Countywide Community
Forums Interview**

[http://www.kingcounty.gov/
council/multimedia.aspx](http://www.kingcounty.gov/council/multimedia.aspx)

Countywide Public Engagement

County Council's *Priorities for People*

- Extensive citizen engagement process for 2008 budget development
- 2008 budget ordinance confirms commitment to future citizen engagement

Citizen Engagement--King County Council Website

http://www.kingcounty.gov/council/budget/2008_budget/citizen_engagement.aspx



Soliciting Performance Reporting Input

- Executive's AIMS High Performance Report
 - Citizen Focus Groups provided input
 - Using scorecard models to help determine:
 - What should be measured?
 - How much performance information residents want?
 - Includes a discussion of indicators & measures
 - What is the state of the county?

Countywide Community Forums

- Unique program to engage citizens and connect them to county government
 - Volunteer Coordinators manage and Auditor's Office administers
 - Advisory Steering Committee recommends forum topic
- Forums hosted in home, offices, libraries throughout the county
 - Participants view video, discuss and complete Opinionnaire®
- Data from Opinionnaire® available to inform policy- and decision-making

Capital Projects Oversight

- 2007 Budget Ordinance Objective: Improve public trust.
 - Established pilot program for major capital project independent oversight and timely reporting
 - Focused on capital projects' scope, schedule and budget performance
- Management of the oversight function in KCAO
 - Developed/implemented interim function for oversight of initial group of major capital projects selected by Council
 - Retained project management consultant to assist in designing a model for providing oversight countywide capital programs

Capital Projects Oversight

Evolving Oversight Model and Program

- Established criteria for the future selection of oversight projects, and for monitoring and reporting on status
- Funds authorized for full implementation of capital projects oversight model:
 - Project manager, staff and consultants
- Monthly or quarterly reporting to Council
- Formation of an inter-branch work group envisioned
- Monthly meetings underway with project-specific work groups
- Example: \$1.8 billion Brightwater Wastewater Treatment System

Next Steps



- Countywide Performance Management Work Group
 - Assist in implementation of mandates
- Countywide Community Forums
 - Facilitate issue #2 and develop protocols
- Capital Projects Oversight
 - Continue establishing program and funding
- Performance Auditing
 - Increase impact with new strategic plan

Lessons Learned in Advancing Performance & Accountability

- Communicate, collaborate and educate
- Be persistent, diligent and patient
- Cultivate leadership among all elected officials and key management/staff
- Involve the public meaningfully
- Promote culture shifting to performance management and outcome orientation
- Recognize roles and maintain credibility
- Ensure linkages to budget process
- Balance expectations with resources and capacity
- Keep focused on the *Bottom Line*

Acknowledgements & Contact Information

WEB

www.metrokc.gov/auditor/PM.htm

www.CountywideCommunityForums.org

www.metrokc.gov/aimshigh

www.kingcounty.gov/council/budget/citizen_engagement.aspx

