

Countywide Performance and Accountability

Presentations to King County Council Committee of the Whole

- *Cheryle A. Broom, County Auditor*
- *Ron Perry, Deputy County Auditor*
- *Michael Jacobson, Performance Management Director, King County Executive's Office*
- *David Randall, Senior Principal Legislative Analyst, Policy Central Staff*
- *Chantal Stevens, Program Manager, Countywide Community Forums*

June 9, 2008

Today's Presentations

- How is King County becoming more performance based and accountable?
- Reports on
 - Countywide Performance Management Work Plan Implementation
 - Executive's Performance Management & Reporting Program
 - Council's Proposed Performance & Accountability Legislation
 - Countywide Community Forums Implementation

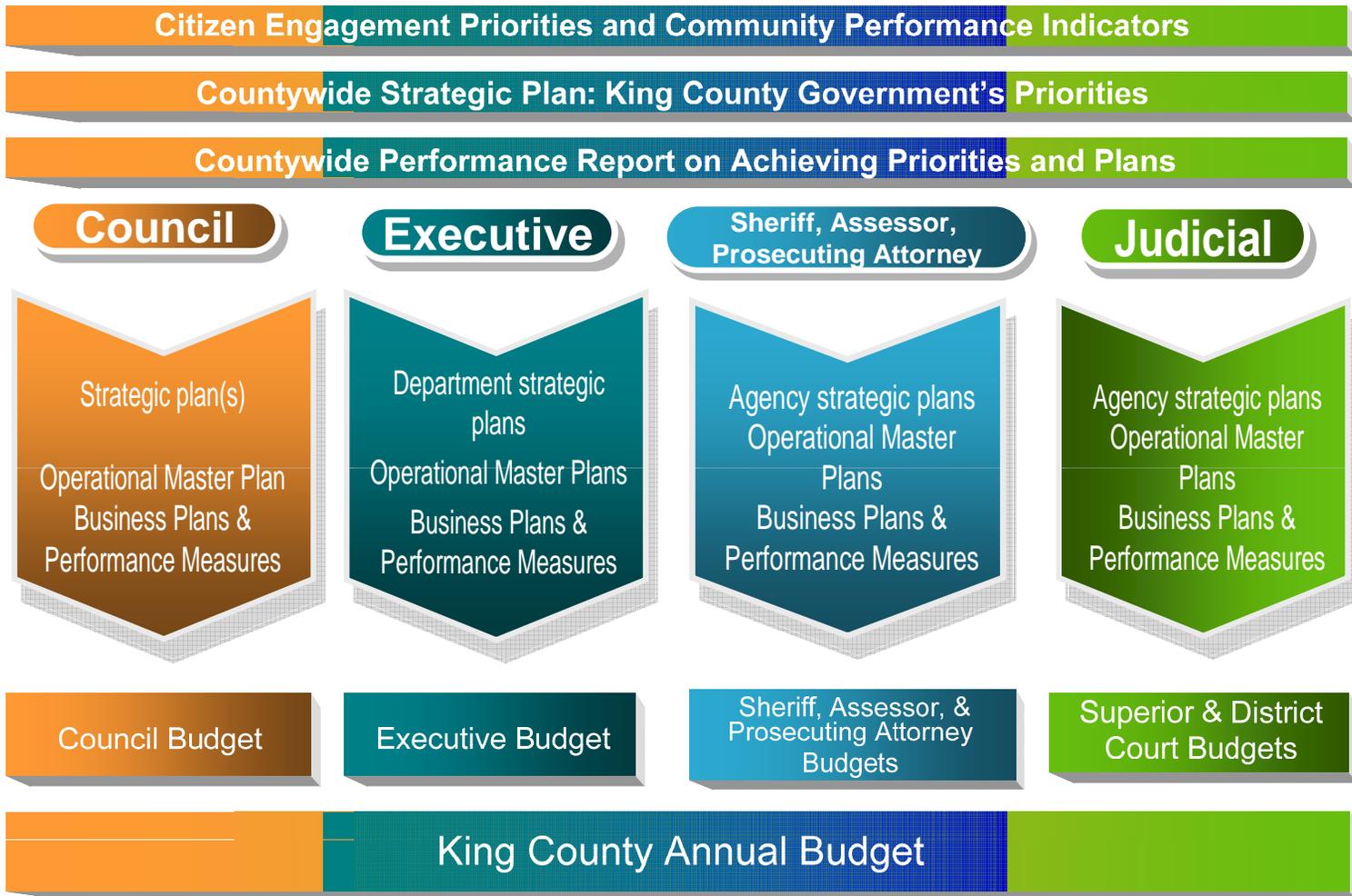


King County's Accomplishments

- Ongoing leadership – council mandates
- *Countywide* vision and work plan
- Improved performance management and outcome orientation
- Improved performance reporting
- Improved linkage to budget
- Expanded citizen engagement

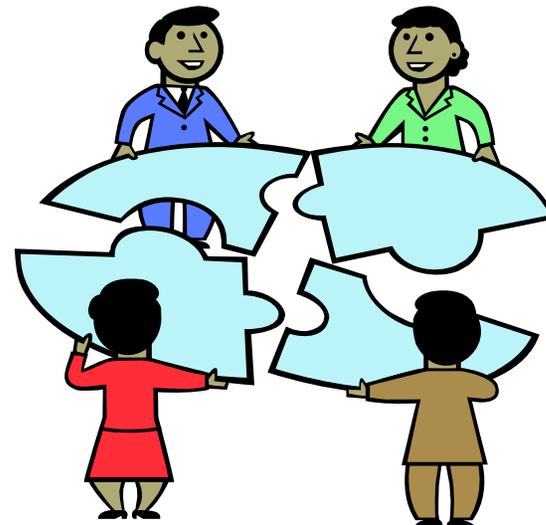


Proposed Countywide Framework



Countywide Work Group's Progress

- Subcommittees focused on implementation
 1. Strategic Planning
 2. Public Reporting
 3. Citizen Engagement
 4. Coordination & Integration
- Report to Council in August



Countywide Planning Guidelines



Guidelines for King County Strategic Plans, Business Plans and Performance Measures

Sample Countywide Strategic Plan

Mission

Provide needed high-quality, cost-effective services to enhance the lives of county residents and to support economic vitality of the region.

Vision

Performance-based county government will promote and support the overall quality of life into the future

Goals

- Promote trust in government
- Improve mobility of residents
- Protect the natural environment
- Protect and maintain public health and safety
- Maintain an equitable and effective justice system
- Measure our performance and report to the public.

Measures & Targets

- Increase public satisfaction rating of county services by 10% in 2009
- Reduce transit vehicles' emission of greenhouse gasses by 20% by 2010.
- Improve child immunization rates by 8% in 2009
- Increase the % of water safe for swimming by 5% by 2009
- Improve participation rates in specialized diversion courts by 10% in 2009
- Reduce emergency response call times by 5% in 2009.

Recent Activities by the Executive

Michael Jacobson

Performance Management Director
King County Executive's Office

Public Participation on Public Performance Reporting

Designed an effort to get public feedback on what and how we are reporting our performance

- Two focus groups held in April
- Designed to gather qualitative information
- Meant to be *generally* representative of King County (urban/suburban/rural; M/F, income; diversity)
- Presented with three mock “performance dashboards” (1-, 4- and 8-page versions)
- Discussed content, format & delivery

2008 King County Performance Report

Our Vision-Leading the region in shaping a better tomorrow. King County aims to enhance the quality of life and support economic vitality by providing high-quality, cost-effective, valued services to our customers. The King County Performance Report is designed to answer the question: "How effective are county services?"

About King County. King County provides regional services to all residents of the county, including people who live in cities. These include public transit, sewage disposal, the county jail, elections, public health services and regional parks. In unincorporated communities, King County provides the services listed above in addition to many local services, such as land-use regulation, building permits, solid waste disposal, and roads. Other local services in unincorporated communities are provided by fire, water, library and hospital districts that operate independently of county government.

Turn the page to learn about performance. For more performance information, visit www.metrokc.gov/aim



Safety & Infrastructure

Percent of 911 calls answered

Percent of participants successful with CCAP, an alternative to court

Number of homes/businesses with mold is significantly reduced

Percentage of bridges that are deficient or functionally obsolete

Housing & Homelessness

Percent of clients moving from transitional housing to more permanent housing

Number of low-income households assisted by King County and partner agencies

Governance

Bond rating

Number of permanent ballot measures issued

Errors per million absentee ballots

The measures reported were included based on feedback from the community.

What would you like to see? Please let us know by contacting michael.jacobson@kingcounty.gov for more information or to provide feedback.

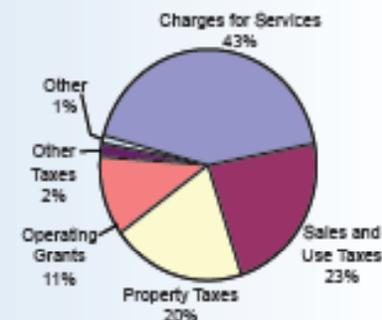
King County Financial Information

DRAFT

KING COUNTY REVENUES

Revenues (in thousands)	2006	2007 (est)
Charges for Services	\$ 984,463	\$ 1,053,375
Sales and Use Taxes	\$ 517,375	\$ 568,765
Property Taxes	\$ 466,740	\$ 489,833
Operating Grants	\$ 239,983	\$ 275,957
Other Taxes	\$ 58,801	\$ 60,777
Other	\$ 15,322	\$ 16,395
Total	\$2,282,684	\$ 2,465,103

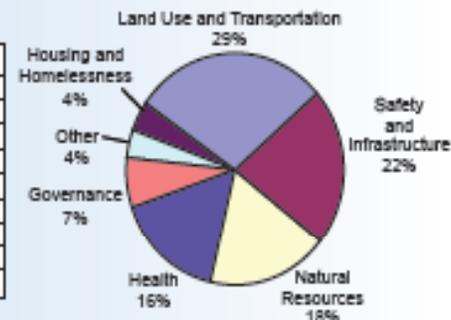
2007 Estimated Revenues



KING COUNTY EXPENDITURES

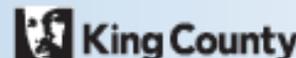
Expenditures (in thousands)	2006	2007 (est)
Land Use and Transportation	\$ 633,902	\$ 647,710
Safety and Infrastructure	\$ 477,009	\$ 515,170
Natural Resources	\$ 398,236	\$ 412,507
Health	\$ 358,814	\$ 376,755
Governance	\$ 149,043	\$ 152,024
Other	\$ 99,197	\$ 102,869
Housing and Homelessness	\$ 90,765	\$ 96,211
Total	\$ 2,206,966	\$ 2,303,045

2007 Estimated Expenditures



An independent audit was conducted, resulting in a clean audit opinion. Complete financial information can be found on our Web site at www.metrokc.gov/budget/.

We want to hear from you. Do you like this report? Do you believe it should include any other information? Please let us know by contacting Michael Jacobson at 206-296-4024 or michael.jacobson@kingcounty.gov. For more information, please see www.metrokc.gov/aimshigh.



Public Reporting

- In 2008, will produce a 4-page dashboard and in-depth website on Executive Branch performance (www.metrokc.gov/aimshigh)
- Reporting both community indicators & King County program results
- Meeting national guidelines for public reporting

Affordable housing units

Why is this measure important?

Lack of affordable housing is an ongoing concern for the region's quality of life. It contributes to sprawl and traffic congestion as our workforce moves further out in the search for affordability, and is a key obstacle to ending homelessness. The Ten-Year Plan to End Homelessness in King County has set a regional goal of 9,500 new homeless housing units by 2014. Targeted investments in affordable housing, and in very low-income housing with supportive services, helps individuals and families get back on their feet, rebuilds lives and communities, improves employability and independence, reduces the need for criminal justice and emergency response services, and in the long-run, saves lives and money.

How is our performance?

The Ten-Year Plan's goals relate to multiple funders and regional partners, including King County. King County's 2008 target for units funded exceeds our adopted Consolidated Housing and Community Development Plan goal of 300 units per year.

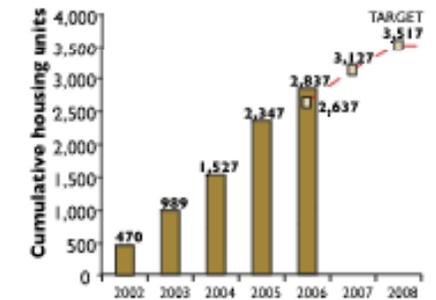
What else influences this measure?

Affordable housing projects take, on average, two years to be completed. Housing development is a multi-year effort, dependent on a number of other partners involved in complicated processes to find suitable property, leverage additional funding and gain building approval. None of the affordable housing projects are developed with King County money alone, and each can require two to five other sources of funding, depending on the project, just for capital costs alone. Projects serving very low income homeless populations also need a source of ongoing housing operating subsidy, and usually a source of supportive services for the tenants as well. This means that it can take considerable time simply to put together a housing project's funding package. Also, due to permitting and development time, there can be a significant delay between funding and building completion.

Strategies moving forward

The Department of Community and Human Services (DCHS) will seek additional capital, operating, and services funding from existing sources and from new sources in order to achieve community goals for

Low-income housing units funded by King County and partners



Business Plan Process

Overall approach was designed to help better align business plans with budget process

- Moved business planning earlier in the year to enable planning ahead of budgeting
- Created a “program assessment”
- Ultimately, provides more information to consider when weighing trade-offs as part of budget decision-making process

Program Assessment Elements

- Program description
- Legal mandate
- Performance data
- Interdepartmental collaboration
- Evaluation of changes and potential impacts

New Countywide Training

- Performance Measurement 101
 - For line staff in all agencies and departments
 - Focuses on measurement tools
- Performance Management
 - For management personnel in all agencies and departments
 - Focuses on management skills and approaches

Performance and Accountability Ordinance Key Elements

Purpose

1. Promote a culture of accountability within King County government.
2. Demonstrate to the public and its decision-makers the county's achievement in meeting its prioritized goals.
3. Engage the public in the development of countywide priorities as part of the development of a countywide strategic plan.
4. Assist county elected leaders in making policy and budget decisions.
5. Increase the ability of county managers and staff to improve county management and customer service and assess program effectiveness.

Performance and Accountability Ordinance Key Elements

Mission

Requires development of performance management and accountability system designed to enhance government accountability, transparency, service performance and resource allocation.

Performance and Accountability Ordinance Key Elements

Governance

- Creates new executive Office of Performance Management. Office to be led by a director. Responsible for overseeing executive branch performance management and providing technical assistance for elected agencies.
- Creates work group of managers from each executive department and elected agency to advise the County Council on oversight of implementation of the countywide performance measurement and management system.

Performance and Accountability Ordinance Key Elements

Reports

- Countywide Annual Performance Scorecard (2008 for executive; 2009 countywide)
- Countywide Five-year Strategic Plan (2009)
- Department and Agency Five-year Strategic Plans (2010)
- Annual Business Plans (2008)

Transparency Motion Key Elements

Purpose

Provide the public with clear, transparent, accessible and easily understandable information on how well their county government operates and if their tax dollars are being spent wisely.

Transparency Motion Key Elements

Reports

- King County Annual Scorecard format for review by Council in July 2008
- Annual State of King County Government report format for review by Council in July 2008
- Popular Annual Financial Reporting Awards Program in 2009. Will make financial statements easily understandable, transparent and accessible to the public

Achieving Countywide Performance and Accountability

2008 Next Steps

**Act on
Performance
and
Accountability
Ordinance**

**Act on
Transparency
Motion**

Achieving Countywide Performance and Accountability

2008 Next Steps

**Act on Work
Plan for
Countywide
Performance
Management
System**

**Act on Work
Plan for
Community
Forums**

Achieving Countywide Performance and Accountability

2009 Next Steps

Approve
Countywide
Scorecard in
July 2009

Approve
Countywide
Strategic Plan in
December 2009

Approve Web
Version of
Integrated
Performance,
Financial and
Budget
Information

CITY STRATEGY

VISION
COMMUNITY
OF CHOICE
FOR LIVING,
WORKING
AND
LEISURE



CITY COUNCIL FOCUS AREAS

Community Safety • Housing and Neighborhood Development
Environment • Transportation • Economic Development

COMPREHENSIVE CITIZEN SERVICE

CORPORATE OBJECTIVES

SERVE THE CUSTOMER

Reduce
Crime

Increase
Perception
of Safety

Strengthen
Neighborhoods

Provide
Transportation
Choices

Safeguard
the
Environment

Promote
Economic
Opportunity

RUN THE BUSINESS

Develop
Collaborative
Solutions

Enhance
Customer
Service

Optimize
Business
Processes

MANAGE RESOURCES

Maintain
AAA
Rating

Deliver
Competitive
Services

Expand
Tax Base &
Revenues

Invest
in
Infrastructure

DEVELOP EMPLOYEES

Achieve
Positive
Employee
Climate

Recruit &
Retain
Skilled, Diverse
Workforce

Promote
Learning &
Growth



Countywide Community Forums

Chantal Stevens, Program Manager, Countywide Community Forums

Ordinance 15896

Countywide Community Forums

Ordinance 15896

- Initiative 24, sponsored by Dick Spady, passed by council in October 2007
- Provides an enhanced public arena for effective civic engagement, citizen participation and education
- Creates a volunteer *citizen councilor network* and establishes the Office of Citizen Councilor in the Auditor's Office



Program Organization

- **Auditor's Office**

- Appoint Coordinators
- Select forum topic, based on suggestions from Steering Committee, KC Council, KC Executive
- Approve all materials to assure even-handedness of process
- Ensure integrity of data collection processes
- Provide management controls over program funds

Program Organization

- **Volunteer Coordinators**
 - Promote the program
 - Recruit volunteers
 - Manage preparation and dissemination of materials
 - Develop and produce materials
 - Coordinate volunteers and forums
 - Tabulate results
 - Maintain all data
 - Receive donations

Program Organization

- **Steering Committee:**
 - Advise on topics
 - Review and comment on materials

Invited to participate:

- King County Council
- King County Executive
- Local government officials
- Local school district and colleges executives
- Puget Sound Regional Council (PSRC)
- Unincorporated Area Councils (UACs)
- Tribal government

Funding

- No direct cost to county and taxpayers
- No cost to participants
- Funded principally by private donations
- Dick Spady has committed up to \$310,000 for 2008-2009



Program Process

- Requires a minimum of 1,000 registrants
- Forum topic proposed by Steering Committee, decided by Auditor
- Forum materials include video and Opinionnaire
- Citizen conveners host neighborhood forums
- 4-12 citizen councilors are assigned to conveniently located meetings
- Participants view video, discuss and complete Opinionnaire
- Results shared with Council, Executive, Steering Committee, and posted on website
- Feedback loop to participants

Forum Topic

Forum #1:

TRANSPORTATION

- Top choice of Steering Committee (Dec 2007 meeting)
- Video/Opinionnaire/Materials currently reviewed by Steering Committee and Auditor's Office
- Expected to start June 23



Next Steps

- Continue outreach to recruit more Citizen Councilors
- Compile and share data from Forum #1
- Evaluate lessons learned
- Establish timeline, workplan and guidelines
- Select future Forum topics and organize future Forums

Next Steps

- How will results of surveys be used?
 - Communication method to Council and other policy-makers?
 - Inform policy decisions?

Countywide Community Forums

King County Council and Executive invited to participate in Steering Committee

- Select topics
- Review materials

King County Council and Executive invited to prepare a “State of the County” Opinionnaire annually by March 1

- May select the topic and design own questions

Countywide Community Forums

- www.countywidecommunityforums.org
- 206-296-1633

Countywide Community Forums Enrollment Form

Name: _____
Please print

Address: _____

City: _____, WA Zip: _____

Tel: (____) _____

e-mail (if any): _____

Please enroll me as a Citizen Councilor in the Countywide Community Forums program. I would like to join a group of citizens who live in my zip code or are members of my organization/ workplace.

My organizational number is: _____ (if any)

My workplace zip code is: _____ (if any)

I would like to learn about volunteer opportunities within this program.

Comments or Questions: _____

Please enroll online at CountywideCommunityForums.org or return this application by mail.

Return Address

Attn: CCF Application

The King County Auditor's Office
King County Courthouse, W 1033
516 Third Avenue
Seattle, WA 98104-3272

Place Stamp Here

King County

COUNTYWIDE COMMUNITY FORUMS

Be an official Citizen Councilor

The Countywide Community Forums program invites all individuals who live or work in King County to register as Citizen Councilors.

Citizen Councilors gather in small groups about four times each year to discuss important current public issues for a couple of hours.

At the end of the group discussion, each participant records his or her individual opinions on an objective and confidential survey. The summary of all survey results will be communicated to members of the King County Council, the County Executive, other public officials, the media, and the public.

You Can Enroll 3 Ways:
CountywideCommunityForums.org
Phone: (206) 296-1633, Toll-Free: (800) 369-2584, TTY: (206) 296-1024
Complete this form and mail it to the King County Auditor's Office.