

Sept. 12, 1995
PERFORM.OR15/CMM

Proposed No: 95-378

ORDINANCE NO. **11980**

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AN ORDINANCE relating to local government performance, instituting a process for developing performance measures for King County, providing guidance to the King County executive on elements to be incorporated into developing performance measures, and specifying a product review process by the King County council and the office of the King County auditor.

BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

SECTION 1. Findings and intent. In its study on performance measures and on how county agencies measure how well they are doing, the office of the King County auditor determined that deficiencies exist in determining performance, and recommended that steps be taken to devise and implement a county government-wide system of performance measures. If such a system is implemented, it would provide the foundation for the purposes of informing the public, determining success, providing concrete management tools to public officials, and providing critical information on cost, necessity, effectiveness, efficiency and citizen satisfaction to elected decision makers.

Consistent with the need to know how well County government is performing, the King County council finds that the government of King County exists for the purpose of providing effective and efficient service to its citizens. Accordingly, the citizens of King County have a reasonable expectation that their tax dollars will purchase the services that they need at a reasonable cost. The citizens of King County have a further reasonable expectation their government will actively solicit their opinions in determining the services to be provided to them, that their government will take steps to determine how well those services are delivered,

1 whether the services provided are in fact needed or wanted by
2 the citizens, and that it will take active steps to inform them
3 how well it is performing its explicitly stated mission of
4 providing services to them.

5 The King County council finds that King County government
6 presently has in place workload indicators and other mechanisms
7 for determining its volume of activity, but has a need to
8 devise and put in place performance measurements designed to
9 reveal how well it is providing existing services to the
10 public, how effectively it is determining the needs of the
11 citizenry and how effectively it is implementing services to
12 meet those needs that the public has identified.

13 Additionally, the creation and implementation of
14 performance measures for all levels of government is a national
15 trend which will likely ultimately result in their being held
16 accountable for devising and implementing such measures by
17 bodies such as the governmental accounting standards board.

18 The King County council further finds that in those local
19 jurisdictions where performance measures have been devised and
20 implemented, such as Sunnyvale, California, Phoenix, Arizona
21 and Portland, Oregon, citizen satisfaction with governments has
22 reportedly been measurably increased as has the quality of
23 government service delivery.

24 King County needs to have an effective and coherent system
25 in place for measuring how well its departments provide their
26 services to the public, and for letting the public know in
27 clear and easily understood terms what its government is doing.

28 The King County council finds that, in an age where
29 customer service is the key to the success of any large entity,
30 either public or private, where the general public is
31 unsympathetic to governmental bodies which cannot justify their
32 expenditures and where public dollars will not be as readily
33 available as in the past, King County government must have an

1 on-going process of self-examination to establish clear
2 missions, goals, objectives and performance measurements and
3 their success.

4 Performance measurements are a tool to hold government
5 accountable in a clear way. As such, performance measures are
6 philosophically and conceptually consistent, and work hand in
7 glove, with other efforts designed to make government better
8 and more effective.

9 It is the intent of the council to have line employees in
10 the executive branch of county government involved in devising
11 performance measures against which their agencies will be held
12 accountable. Meaningful employee involvement in this process
13 has been a critical factor in the success of jurisdictions
14 which have created useful performance measurement systems. The
15 commitment of elected officials and management, their time and
16 resources are also key factors in determining the success of
17 creating performance measures.

18 SECTION 2. Definitions. All words used herein shall have
19 their common and usual meanings, except as otherwise specified
20 below:

21 A. "King County" or "King County government" shall mean
22 the council's agencies and all departments, divisions,
23 sections, units, programs, offices and agencies of the
24 executive branch including the department of metropolitan
25 services and all of its functional parts.

26 B. "Mission" and "Mission statement" shall mean the
27 written statement of purpose establishing the reason for which
28 an agency of King County government exists, which shall
29 generally be consistent with the council-adopted goals and
30 guiding principles for the new consolidated county government.

31 C. "Goal" shall mean a general statement of purpose which
32 establishes the direction for a component of an agency's
33 mission.

34 9/25/95 clerk

1 D. "Objective" shall mean a statement of measurable
2 outcomes and/or achievements within a timeframe, where
3 applicable, which contribute toward the accomplishment of a
4 goal.

5 E. "Performance measures" shall mean empirical standards
6 which accurately reflect whether an objective has been
7 accomplished.

8 SECTION 3. Purpose. The purpose of defining and
9 implementing a system of performance measures for King County
10 shall be:

11 a. Establishing clear and understandable outcomes that
12 are accepted by policy makers for departments.

13 b. Seeking input from, and communicating to, the public
14 and to county employees clear outcomes and expectations.

15 c. Establishing a dynamic internal process that will
16 provide information to insure that outcomes are being
17 accomplished.

18 d. Preparing and distributing to both the public and to
19 policy makers a report on whether outcomes have been
20 accomplished.

21 SECTION 4. Development process. A performance
22 measurement system will be initially devised for the department
23 of transportation, the department of public safety and for the
24 department of public health using the following process:

25 A. The departments shall with the executive identify
26 proposed mission statements, goals and objectives, and shall
27 have two months from the enactment of this ordinance to do so.

28 B. The departments and the executive shall solicit the
29 input and feedback of the public and King County employees on
30 mission statements and goals, and shall have a further eight
31 months from the identification of proposed mission statements
32 and goals to do so.

1 C. The executive shall propose to the Council for its
2 consideration and adoption mission statements and goals for the
3 three named departments no later than three months after the
4 solicitation of input and feedback from employees and the
5 general public.

6 D. The executive shall report to the council, the public
7 and employees in writing how objectives relate to and
8 accomplish the goals. Objectives identified by the executive
9 with the assistance of the general public and employees shall
10 not require council adoption.

11 D. Upon the adoption of the mission statements and goals
12 for each department by the council, and the formulation of
13 objectives by the executive, the King County auditor shall
14 review each department's performance measures in relation to
15 its mission, goals and objectives. Departments shall develop
16 the measures and shall supply relevant data, noting its source.
17 Further, goals and objectives shall be consistent with
18 budgetary constraints and current funding levels.

19 E. Performance measures shall be circulated to the
20 council and to the executive for comment prior to their
21 implementation.

22 F. The departments shall work with the King County
23 auditor to devise a way for reporting mission statements,
24 goals, objectives, performance measures and results to the
25 public and to policy makers annually. It shall be the
26 responsibility of the executive branch to prepare and
27 disseminate these annual reports to policy makers and the
28 general public.

29 G. Performance measurement data reporting may be audited
30 by the King County auditor for the purpose of verifying
31 reported outcomes.

32 H. Any department or other functional unit of the
33 executive branch may devise performance measurements provided

1 that they shall adhere to the procedures, process, timeframes
2 and reporting requirements contained in this ordinance.

3 SECTION 5. Guidelines for developing mission statements,
4 goals, objectives and performance measurements. The following
5 guidelines shall be used to develop mission statements, goals,
6 objectives and performance measurements:

7 a. Objectives shall be clear, concise, achievable and
8 understandable to the lay public.

9 b. Documentation shall be maintained and provided to
10 prove that stakeholders have been sufficiently consulted and
11 involved.

12 c. Objectives shall reflect the bulk of the departments'
13 activities.

14 d. Performance measurements shall be empirical and
15 verifiable.

16 SECTION 6. Oversight committee. A. An oversight
17 committee shall be created to oversee and ensure the executive
18 branch's implementation of performance measurements and
19 adherence to the intent and requirements of this ordinance. The
20 oversight committee shall be comprised of: five representatives
21 from the local business community having expertise in customer
22 service and quality management; three representatives of King
23 County government's organized labor organizations; one
24 representative from non-union King County employees; one
25 representative from the academic community with particular
26 expertise in performance measurements; one representative from
27 a jurisdiction presently using performance measurements; and
28 two citizen-at-large representatives having a broad-based
29 community involvement background.

30 B. Special consideration shall be given to nominees to
31 the oversight committee recruited from the executive's various
32 ad hoc task forces on government reinvention and betterment.

1 C. The purpose of this oversight committee shall be to
2 convene quarterly to review and discuss the overall performance
3 of King County's performance measurements system. The committee
4 shall also review the system in relation to span of control,
5 total quality management and other management reform
6 initiatives.

7 D. Terms of membership shall be two years and shall be
8 staggered consistent with the provisions of K.C.C. 2.28. The
9 executive shall nominate the members of the oversight
10 committee, in consultation with the council. The council shall
11 confirm the proposed appointments by motion.

12 E. Staffing, and other related support, to the oversight
13 committee shall be provided by the office of the King County
14 auditor consistent with the requirements of K.C.C. 2.20.

15 F. The committee shall sunset after six years unless it
16 is reauthorized by council action.

17 INTRODUCED AND READ for the first time this 22nd
18 day of May 1995.

19 PASSED this 25th day of September, 1995.

20 KING COUNTY COUNCIL
21 KING COUNTY, WASHINGTON

22 Kent Pullen
23 Chair

24 ATTEST:

25 Ronald A. Peterson
26 Clerk of the Council

27 APPROVED this 6th day of October 1995

28 Erny Locke
29 King County Executive

30 Attachments: