

Bridging the Gaps: Perspectives from a Local Government

Michael Jacobson
Performance Management Director
Office of County Executive Ron Sims

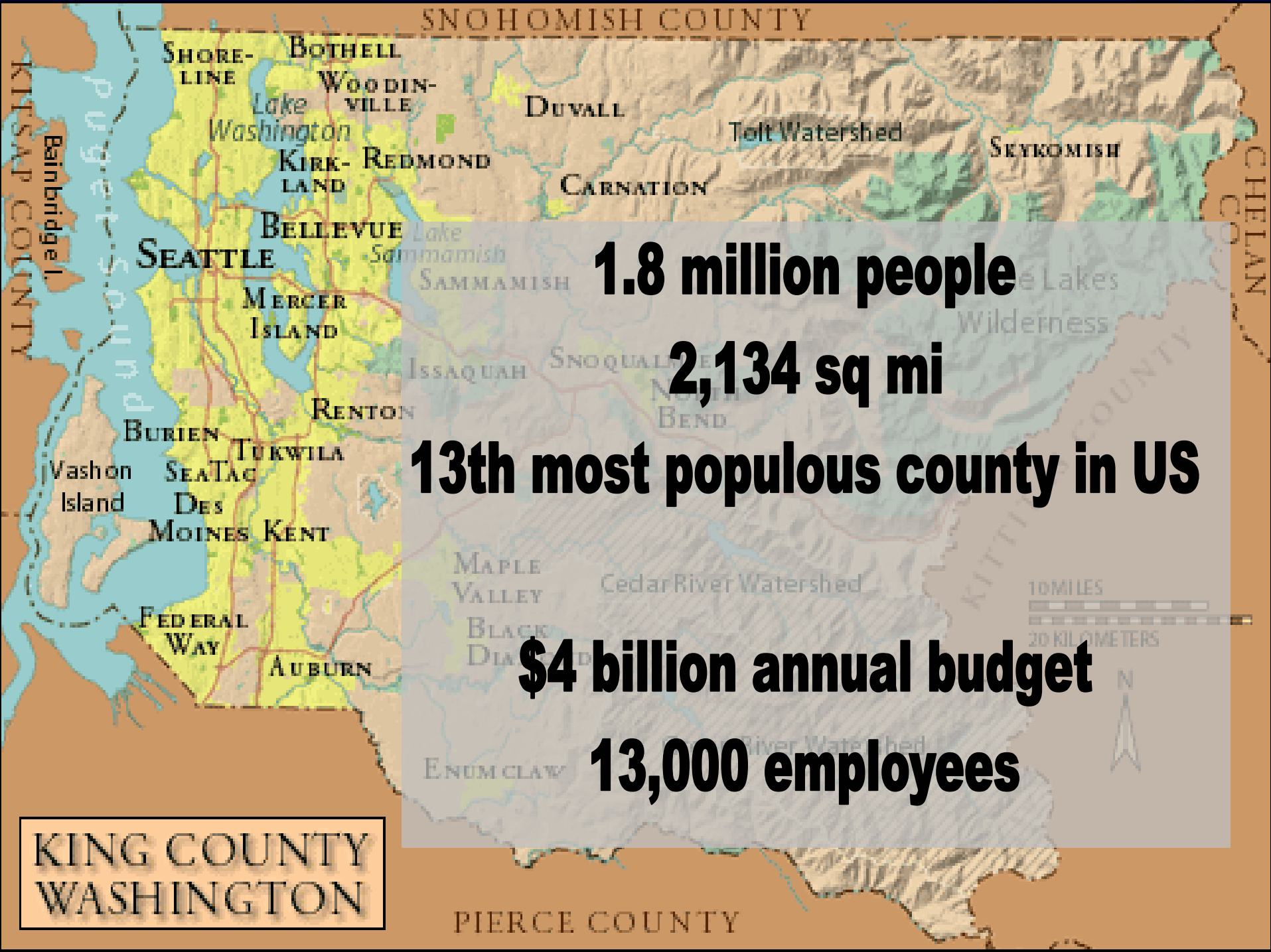


King County

2007 Environmental Evaluator's Networking Forum
Washington D.C.
June 14th, 2007

Overview

- King County
- What we can gain from each other
- Integrating Evaluation into our Performance Management System
- Beyond Outputs: Capturing Intermediate Outcomes
- Our Remaining Challenges



1.8 million people

2,134 sq mi

13th most populous county in US

\$4 billion annual budget

13,000 employees

**KING COUNTY
WASHINGTON**

“Your” Value Added

- Local governments are highly constrained to conduct evaluations outside of an “audit” context, therefore...
- Federal & foundation-sponsored evaluations can have a profound effect on local government best practices
 - Design expertise, benchmark results, national networks, focus on issues of national significance/highest level outcomes, create frameworks
- Data collection requirements for federal (and thus state) programs *can* (but often don't) optimize evaluative data (and often opt for outputs)

“Our” Value Added

- Environmental data often comes from the local level
- Program implementation happens faster at the local level
- Can link outputs to initial and intermediate outcomes
- Ideal test-bed for innovation and program improvements
- Reasonably good at sharing & communicating best practices through city/county associations, professional networks, etc.

Integrating Evaluation into our Performance Management System

- Designed to connect from program-level up to the County Executive
 - “**KingStat**” program: the Executive’s “demand” for performance information
 - Department-level logic models connect programs to departmental goals
- Incorporates “agency performance measures” and “environmental indicators”
- Goal is to align agency measures with community-level indicators
 - “Corporate” level scorecard (measures)
 - Community “quality of life index” (indicators)

DNRP PERFORMANCE MANAGEMENT PYRAMID

KC Vision, Mission
& Goals

DNRP Vision and Mission

DNRP GOALS

- Tied to vision/ mission
- Strategic in nature
- Long term (2-5 years)
- Identify outcomes
- Fashioned by senior management
- Have associated outcome indicators

DNRP management team is responsible for formulating goals. They validate these goals as they communicate them through the organization and with the Executive and key stakeholders.

INDICATORS

DIVISION-LEVEL GOALS

- Tied to department goals and outcome indicators
- Relatively long term (1-3 years)
- Identify strategies that get to the goal
- Best fashioned with input from other levels in organization including employees
- Have associated performance measures

Division-level management is responsible for devising goals and strategies within and across divisions. They validate these with the DNRP management team and their organizations.

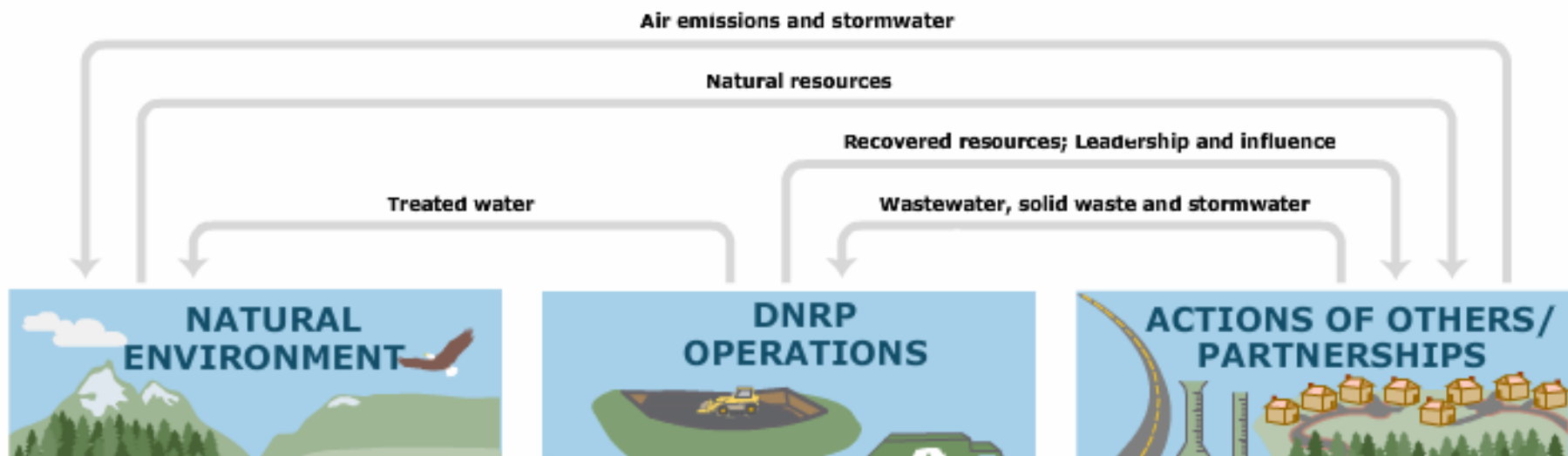
PERFORMANCE MEASURES

SECTION/PROGRAM OBJECTIVES

- Tied to division-level goals
- Short term (1 year to 18 months)
- Identify workplans/specific activities for achieving each strategy
- Best fashioned with input from employees
- Recommend associated performance measures

Section/unit level management and employees are responsible for developing objectives. They validate these with appropriate management and unions.





Environment Indicators

- Marine Habitat
- Freshwater Habitat
- Terrestrial Habitat
- Wildlife
- Atmosphere

Environmental Quality

- Facility and Permit Compliance
- Land and Resource Conservation
- Capital Investment
- Flood Safety
- Regional Trail Access

Sustainable Resources

- Solid and Hazardous Waste Management
- Wastewater Resource Reclamation
- Facility Greening
- Energy Plan Implementation
- Climate Protection

Price of Service

- Efficiency
- Rates and Fees
- Employees
- Entrepreneurial and Enterprise Revenue

Productive Partnerships

- Jurisdictional Partnerships
- Recreation via Partnerships
- Volunteerism
- Residents' Stewardship Levels
- Customer Satisfaction
- Green Building

Beyond Outputs: Capturing Intermediate Outcomes

■ Natural Yard Care Program

- Intensive small group training in natural yard care practices + community based social marketing aids to overcome common barriers

■ Environmental Behavior Index

- Large public survey to evaluate behavioral outcomes of Dept. of Natural Resources & Parks' environmental programs, based on Center for Disease Control's Behavioral Risk Factor Surveillance System (BRFSS)

Natural Yard Care Program

- Evaluation featured: control group, baseline/pre- & post-tests, 6- & 18-month post-training assessment, combined effort w/ several jurisdictions, focus on 5 knowledge and 25 behavior indicators
- Measured: *Changes in knowledge, beliefs, practices; Persistence over time; Diffusion of information to others*
- Used for: Program budget justification; Program improvement; Partnership expansion
- *No explicit attempt to track influence of adopted best practices on environment*

Environmental Behavior Index

- Evaluation featured: focus on behaviors; open ended questions designed to minimize skewing data; large sample size (1,000) for 95% Confidence Level of $\pm 3.09\%$; conducted two years of “baseline” sampling
- Measured: Degree of participation in 29 behaviors related to yard care, recycling, disposal, and environmentally friendly purchasing
- Used for: *Resource Allocation, Program Planning and Communications, Evaluation*

Behavioral Risk Factor Surveillance System

[BRFSS Home](#) | [BRFSS Maps Home](#) | [Contact Us](#)

- [Select Another Year](#)
- [Select Another Question](#)
- [View Prevalence Data](#)
- [Notes For Data Users](#)
- [Maps FAQs](#)

2005: Adults who have had at least one drink of alcohol within the past 30 days

Responses: Yes [No](#)

Display:

Nationwide v

States

MMSAs

Percent

- ≤ 42.2
- 42.3 to 50.1
- 50.2 to 56.4
- 56.5 to 60.7
- ≥ 60.8
- No Data

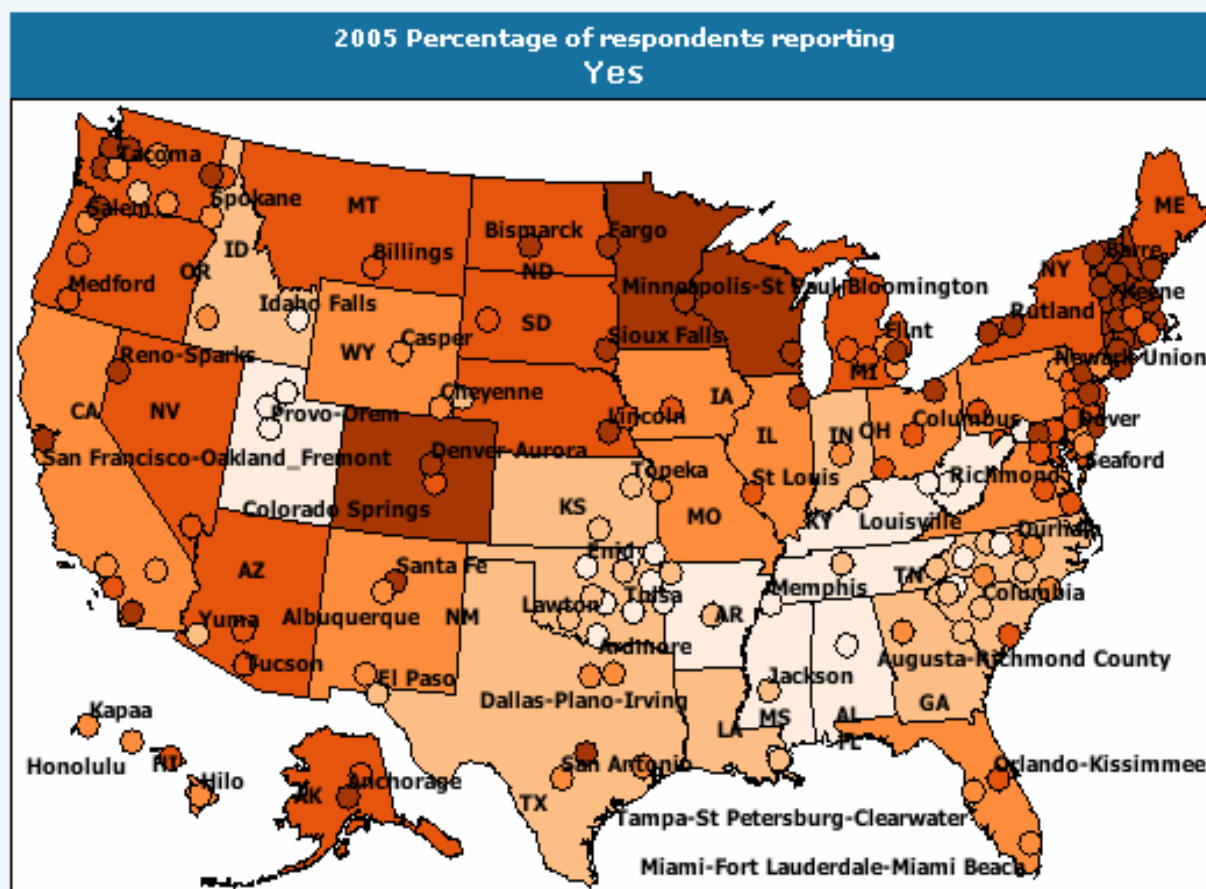
Data Classification:
Natural Breaks

[Change Data Classification](#)

[Download GIS Data](#)

Show:

- Outlying Territories
- State Labels
- MMSA Labels



info



zoom in



zoom out

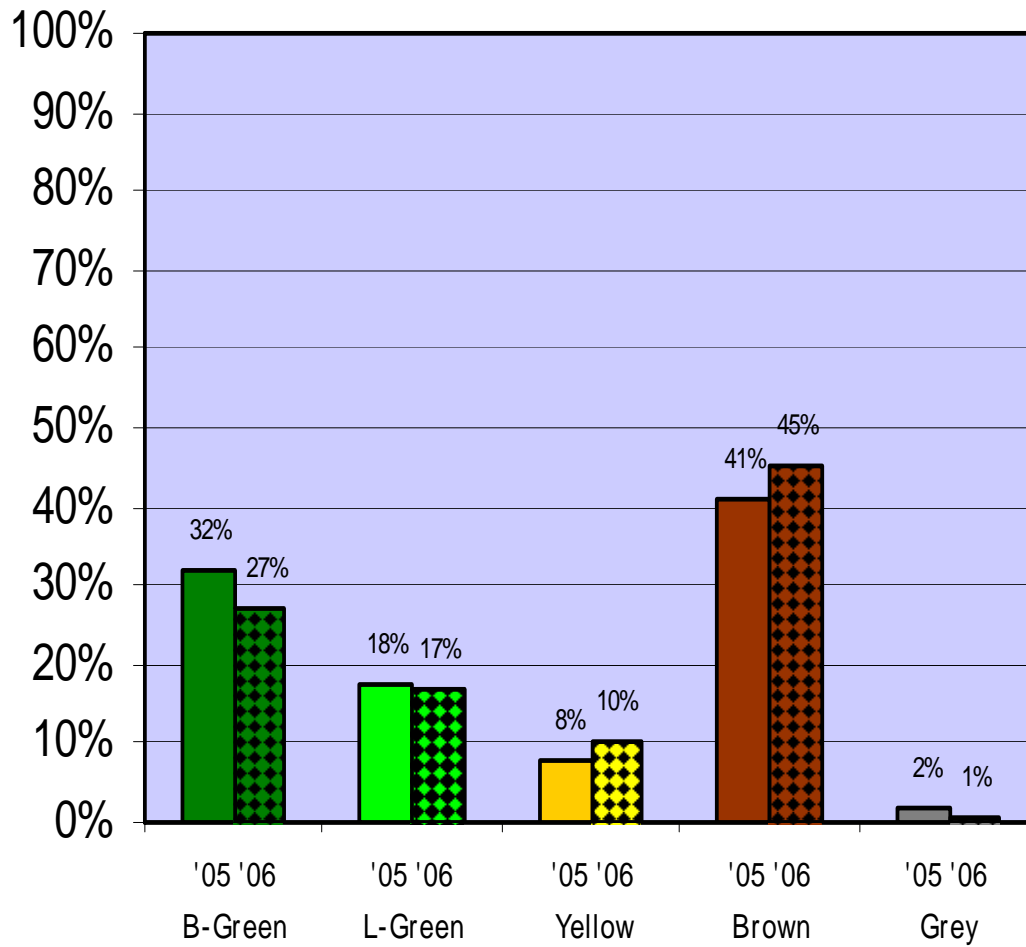


pan

[Reset Map](#)

[Print/Save Map](#)

Q10 - Use of compost on lawn or garden



What's your EQ*?

*Environmental Quotient

Take
you

Everyone
question
recycling
in this q
the env



King County is committed to the environment and conserving taxpayers' money. This brochure was printed in-house on the King County Print Shop's cost-effective color laser printer. The brochure was printed on recycled paper. Please pass it on to a friend.

To learn more about the survey or King County's environmental programs, please e-mail dnrp.pubinfo@metrokc.gov.



King County

Department of
Natural Resources and Parks

Brochure designed by
the King County
Water and Land Resources Division
Visual Communications and Web Unit.

File name: 061004SURVEY.indd wgab



Alternative formats available
206-263-6500 TTY Relay: 711

Our research

For the past two years, King County's Department of Natural Resources and Parks has conducted scientifically valid surveys on 29 environmental behaviors. These surveys are the first in the Puget Sound region and among the first in the nation to take a comprehensive look at environmental behaviors in the home. It is hoped the research can ultimately expand outside King County borders to allow a glimpse into 'green' behavior trends in the Puget Sound region and beyond.

The 2006 Environmental Behavior Index (EBI) consists of input from 1000 households and the margin of error for the survey is ± 3.09 percent. The overall EBI for King County residents is 52. This index is the average percentage score of households across all activity levels that are doing preferred behaviors all or most of the time. As a region we are doing better at waste disposal and recycling (65), than yard care (50) and green purchasing (39). These should not be interpreted as the percent of households who do all of the desired behaviors in any category.

52

2006
Environmental
Behavior Index
29 Behaviors

65

2006
Recycling and
Disposal
11 behaviors

50

2006
Yardcare
10 behaviors

39

2006
Purchasing
8 behaviors

(Some of) Our Remaining Challenges

Bridging the Cultural & Bureaucratic Gaps

- Core question: How do we take “your” info to improve our efforts & provide “our” info to improve your efforts?
- Creating a “learning environment” for collaboration & sharing results between federal agencies, foundations, and local governments
- Finding opportunities to spread evaluation approaches, practices, and “thinking”
- Ensuring federal & state data requests, monitoring programs, and program data move beyond outputs
- Finding common approaches and methodologies to allow comparison & benchmarking (e.g., CDC’s BRFSS system)
- Evaluating and disseminating “best practice” programs

(More of) Our Remaining Challenges

Bridging the Methodological Gaps

- Doing a better job of identifying and measuring *intermediate* outcomes
 - don't jump right to long term outcomes or environmental impacts
- Finding ways to connect intermediate program outcomes to on-the-ground environmental results
 - illustrative causality

Bridging the Practice Gap

- Ensuring evidenced-based decision making has a venue

Michael Jacobson
michael.jacobson@metrokc.gov
206-296-4024

**Mt. Si, Snoqualmie Watershed,
King County, Washington**

