

DEC 22 2000

SCANNED

**CITY OF LYNNWOOD**  
**ORDINANCE NO. 2299**

**AN ORDINANCE ESTABLISHING A PERFORMANCE MEASUREMENT AND RESULTS ACT FOR ALL CITY ACTIVITIES, PROGRAMS AND SERVICES; REQUIRING PERIODIC PUBLIC DISCLOSURE AND REPORTING OF PROGRESS; REQUIRING THE ESTABLISHMENT, REVIEW, AND REVISION OF CITY VISION, MISSION, GOALS, OBJECTIVES, OUTCOMES, AND DEPARTMENTAL STRATEGIC PLANS; DEFINING TERMS AND PLANS; AND SETTING SCHEDULES FOR THE PREPARATION AND ACCOMPLISHMENT THEREOF.**

WHEREAS, the City Council makes the following legislative findings:

That our citizens have the right to expect that all city programs and services will be regularly evaluated, reviewed, re-engineered, or terminated, as needed to ensure quality, efficiency and effectiveness;

That any waste and inefficiency in city programs and services undermines the confidence of our citizens in city government and reduces the city's ability to adequately address vital public needs;

That city managers can operate more efficiently in their efforts to improve program and service efficiency and effectiveness with clearly articulated city goals, milestones, and targets, together with accurate information on program and service performance;

That City Council policymaking, spending decisions, and legislative oversight of programs and services, are also seriously handicapped by a lack of any form of performance information and results; and

WHEREAS, the purpose of this Act is:

To improve city program and service efficiency, effectiveness, and public accountability, by promoting a new focus on results, service quality and customer satisfaction;

To improve the confidence of our citizens in the capability of their city government by systematically holding the City Council, Mayor and city departments accountable for achieving program and service results;

To fully disclose and regularly report to the public on what performance targets are being set, which are being met, and what overall progress toward city and department goals is actually being accomplished, and indicating the return on taxpayer investment;

To assist city managers in improving program and service delivery by requiring that they plan to meet city and department, goals and performance targets, and by providing them with information about program and service results, quality and public satisfaction;



1 To improve city council decision making by providing objective information on  
2 achieving performance targets, and on the relative effectiveness and efficiency of  
3 city programs, services and spending;

4 To improve the internal management of city government; and

5 To initiate program and service reforms with two (2) pilot projects to demonstrate  
6 program budgeting through annually setting program and service targets, using  
7 objective measures of program and service performance to compare against those  
8 goals and targets;

9 WHEREAS, it is the role and responsibility of the City Council to provide clear,  
10 integrated policy direction for the City; and

11 WHEREAS, public confidence in government is essential and must be promoted by all  
12 reasonable means; and

13 WHEREAS, reliable information on the performance of city programs and services will  
14 strengthen accountability to the public and improve city government's efficiency  
15 and effectiveness;

16  
17 **NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LYNNWOOD**  
18 **DOES HEREBY ORDAIN:**

19  
20 Section 1. **New Chapter.** There shall be added to the Lynnwood Municipal  
21 Code a new chapter 2.70 X.XX entitled "Performance Measurement and Results Act."  
22 Each section set forth herein is a new section and shall comprise chapter 2.70 X.XX of  
23 the code.

24  
25 Section 2. **Policy.** It is hereby declared to be the policy of the City of Lynnwood  
26 that it shall establish and maintain an on-going Performance Measurement and Results  
27 System for all programs and services provided by the City. This policy shall be  
28 implemented through the following actions:

29  
30 **A. Strategic Planning, Vision, Mission, Goals and Objectives & Schedules.**

31  
32 It shall be the duty of the City Council to annually review, revise or establish,  
33 a city vision and mission statement, together with city goals, objectives and  
34 outcomes.

35  
36 It shall be the duty of each city department to:

- 37 1. Prepare departmental goals, objectives, and outcomes, consistent with,  
38 and in alignment with, city goals, objectives, and outcomes;
- 39 2. Prepare and maintain departmental strategic plans;
- 40 3. Prepare annual performance plans (based upon the current strategic plan)  
41 and which shall be submitted as an integral part of the city budgeting  
42 process; and



1 4. Prepare an annual performance budget.

2 The actions set forth in this section shall be performed in accordance with the  
3 schedules set forth in Section 45.

4  
5 **B. Strategic Budgeting**

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7 The Finance Director shall establish and maintain an ongoing strategic budget  
8 model covering a period of five (5) years (not including the current year)  
9 which shall reflect current department strategic plans. The City Council in its  
10 discretion may adjust strategic budget factors, formulas, estimates, and other  
11 model components, in order to examine and explore alternative courses of  
12 action.

13  
14 **Section 34. Full Public Disclosure and Regular Reports**

15  
16 **A. Strategic Plans:** Each department shall prepare a strategic plan and periodic  
17 updates.

18 **B. Annual Performance Results Report:** Each department shall prepare and  
19 publish an "Annual Performance Results Report" in a format to be developed  
20 by the Finance Director and approved by the City Council. The annual report  
21 shall be made to the City Council at a regular business meeting on or before  
22 March 31<sup>st</sup> of each year commencing in the year 2003. The presentation shall  
23 be videotaped and replayed on Channel 28 for two consecutive weeks  
24 following the date of presentation.

25 **C. Annual Report to the City Council & Citizens:** ~~The Mayor Finance~~  
26 ~~Director shall, with assistance of each city department, shall~~ prepare for the  
27 City Council a complete written report, and presentation concerning the  
28 progress to date of each city department's compliance with this act. Such  
29 report and presentation shall be made to the City Council at a regular business  
30 meeting on or before January 31<sup>st</sup> of each year commencing in the year 2001.  
31 The presentation shall be videotaped and replayed on Channel 28 for two  
32 consecutive weeks following the date of presentation.

33 **D. Designation of Public Documents – No Cost to Residents:** Each plan,  
34 update or report identified in this section:

- 35 1. Shall be a public document(s) and shall be available to city residents at no  
36 cost; and  
37 2. Shall contain an executive summary section; and  
38 3. Shall contain an explanation of the purposes of this Act prepared by the  
39 Finance Director.  
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41  
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1 Section ~~4~~5. Schedule of Plans and Reports

2  
3 A. Schedule - Ongoing Plans and Reports:

- 4  
5 1. Vision, Mission & City Goals: It shall be the duty of the City Council to  
6 review, revise, or establish a vision and mission statement for the city,  
7 together with a set of city goals, by April 30, 2000 and thereafter on April  
8 1<sup>st</sup> of each year commencing in the year 2001~~2000~~.
- 9 2. City Objectives: It shall be the duty of the City Council to review, revise  
10 or establish a set of city objectives applicable to all city departments by  
11 May 1<sup>st</sup> of each year commencing in the year 2000.
- 12 3. Department Goals & Objectives: Each city department shall provide to  
13 the City Council their respective goals, objectives, and outcomes  
14 consistent with, and in alignment with, city goals, objectives and  
15 outcomes by June 1<sup>st</sup> of each year commencing in the year 2000.
- 16 4. Strategic Plans: Each city department shall prepare and provide to the  
17 City Council by February 1, 2001, a strategic plan. Future strategic plan  
18 updates, revisions, or the establishment of a new strategic plan, shall each  
19 be due by February 1<sup>st</sup> of the year. Each strategic plan, update, revision,  
20 or new plan, shall be reviewed by an associated advisory board or  
21 commission, if any, and shall be reviewed and recommended by the  
22 Mayor to the City Council.

23  
24 B. Schedule - Implementation Plans and Reports:

- 25  
26 1. Program & Service Measurement Descriptions: Each city department  
27 shall prepare and submit to the Mayor ~~Finance Director~~ by August 15,  
28 2000 ~~July 15, 2000~~ for each department program or service the following  
29 information:
- 30 a. An identification and brief description of each departmental activity  
31 and the program or service in which it fits;
- 32 b. An identification and brief description of:
- 33 1) Customers or users of each program or service;
- 34 2) Output measure(s) that apply to each activity;
- 35 3) Performance indicator(s) that apply to each program or service;
- 36 4) Performance target(s) proposed to apply to each program or  
37 service;
- 38 5) Outcome indicators proposed to apply toward each goal;
- 39 6) Benchmarks proposed to apply to each program, service, or  
40 outcome indicator;
- 41 7) Which performance indicators relate to which specific outcome  
42 indicators.
- 43



1 The Finance Director shall evaluate and review all proposed program and  
2 service measurement descriptions and work with each department to  
3 revise those submissions, both for content and to establish one or more  
4 uniform presentation formats. The ~~Mayor Finance Director~~ shall approve  
5 each department's proposed program and service measurement  
6 descriptions by November 30, 2000~~October 31, 2000~~.

7 All city departments shall begin preparing their respective data collection  
8 and information reporting systems based upon their approved program  
9 and service measurement descriptions commencing December 1, 2000  
10 ~~November 1, 2000~~ and are due by June 1, 2001~~May 1, 2001~~.

- 11 2. Year 2001: The ~~Mayor Finance Director~~ shall by February 1, 2001,  
12 select two departments and/or parts thereof, to be pilot projects for the  
13 implementation of performance budgeting under this act. Both pilot  
14 projects will commence by March 1, 2001, and shall be completed by  
15 October 1, 2001.

16 The ~~Mayor Finance Director~~ shall evaluate, revise, and approve each  
17 department's data collection and information reporting systems to be  
18 used to implement approved program and service measurement  
19 descriptions by October 31, 2001.

- 20 3. Year 2002: The City Council and staff shall jointly engage in a training  
21 workshop on or before July 1, 2002, for the purposes of:
- 22 a. Understanding the use and limitations of the performance  
23 measurement system and performance budgeting developed pursuant  
24 to this Act;
  - 25 b. Ways in which the performance measurement system and  
26 performance budgeting can be used in policy and budget decision  
27 making commencing in 2002; and
  - 28 c. Future revisions and improvements of the performance measurement  
29 system and performance budgeting will be identified and discussed.

30  
31 Section 56. Definitions. The following definitions shall apply:

32  
33 **A. Definitions of Terms:**

- 34  
35 1. "Activity" means reasonably similar or identical specific action(s), work,  
36 effort, function(s) or project(s), performed by a department.
- 37  
38 2. "Benchmark" means a comparable level of service (LOS), preferably a  
39 best practice LOS, from another appropriately comparable public  
40 jurisdiction, private business, or charitable third sector entity.
- 41  
42 3. "Input" means labor, equipment, supplies, materials, building space,  
43 utilities, and other overhead costs, used by an activity, program or  
44 service.



- 1 4. "Outcome indicator" means an assessment of the results of a program or  
2 service compared: (1) to its intended purpose; and (2) to an adopted  
3 benchmark.
- 4 5. "Output measure" means the tabulation, calculation or recording of  
5 output from an activity and can be expressed in a quantitative or  
6 qualitative manner.
- 7 6. "Performance target" means a level of performance expressed as a  
8 tangible, measurable objective, against which actual achievement through  
9 performance indicators can be compared, including a target expressed as  
10 a quantitative or qualitative, standard, value or rate.
- 11 7. "Performance indicator" means one or more particular values or  
12 characteristics used to measure output(s).
- 13 8. "Program or Service evaluation" means: (1) an assessment, through  
14 objective measurement and systematic analysis, of the manner and extent  
15 to which city programs and services achieve intended objectives; and (2)  
16 recommendations for changes, improvements, termination, or a new or  
17 replacement program.
- 18 9. "Program and/or Service" means an aggregate of activities of a similar,  
19 identical, or related nature, or which are performed for a common  
20 purpose.
- 21 10. "Outcome" means a descriptive statement of the resulting effect,  
22 condition or future state of the city, to be created by one or more city  
23 program or service.

#### 24 25 **B. Definition of Plan Types:**

- 26 1. "Performance plan" means an annual submission by a department to the  
27 Finance Director, which shall be consistent with the department's multi-  
28 year strategic plan, and a performance plan shall not be submitted for a  
29 budget year not covered by the current strategic plan, and it shall:
  - 30 a. Establish performance targets to define the level of performance to be  
31 achieved by each department program activity during the year; and
  - 32 b. Express performance targets in an objective, quantitative or  
33 qualitative, time-oriented, and measurable form; and
  - 34 c. Briefly describe the operational processes, skills, and technology, and  
35 the human, capital, information, or other resources required to meet  
36 performance targets;
  - 37 d. Establish performance indicators to be used in measuring or assessing  
38 the relevant outputs, service levels and outcomes of each program or  
39 service activity;



- 1 e. Provide a basis for comparing actual program results with the  
2 established current year performance targets, and those established  
3 during the prior three (3) years;
- 4 f. Describe the means to be used to verify and validate measured values;  
5 and,
- 6 g. The drafting of performance plans shall be performed only by city  
7 employees.


8  
9 2. "Strategic plan" means a departmental plan which covers a period of not  
10 less than five (5) years, not including the year it is submitted, and shall be  
11 updated and revised every three years, and which contains:

- 12 a. A comprehensive mission statement covering the major functions and  
13 operations of the department, and which is consistent with, and in  
14 alignment with, the City's mission statement, city goals, objectives  
15 and outcomes;
- 16 b. Outcomes for the major functions and operations of the department as  
17 expressed in department goals and objectives;
- 18 c. A description of how the departmental goals, objectives, and  
19 outcomes, are to be achieved, including a description of the  
20 operational processes, skills and technology, and the human, capital,  
21 information, and other resources estimated to meet those goals,  
22 objectives, and outcomes;
- 23 d. A description of how the performance targets, included in the plan,  
24 are related to achieving city and department goals, objectives, and  
25 outcomes;
- 26 e. A description of program or service evaluations and how they will be  
27 used in establishing or revising department goals, objectives, and  
28 outcomes, with a stated period or schedule for future program or  
29 service evaluations, and for updating the strategic plan; and
- 30 f. The drafting of strategic plans shall be performed only by city  
31 employees.


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33 EFFECTIVE DATE. This Ordinance shall be effective five (5) days after  
34 publication.

35  
36 ADOPTED by the City Council of the City of Lynnwood, Washington, at its  
37 regular meeting held the 27 day of March, 2000.


1 SIGNED AND APPROVED by the Mayor and Finance Director of the City of  
2 Lynnwood, Washington, this 28 day of March, 2000.

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4 \_\_\_\_\_  
5 Tina Roberts, Mayor

6  
7 Attested to by:

8  
9   
10 \_\_\_\_\_  
11 Michael Bailey  
12 Finance Director

13 Approved As To Form:

14   
15 \_\_\_\_\_  
16 John P. Watts  
17 City Attorney