AIMs High Glossary

Goal: Broad, high-level, issue-oriented statements of outcomes that an organization will strive to achieve. They should fit well with the mission statement and values, and answer the question, "What must we do to accomplish our mission or achieve a result?"

Objective: Objectives break down goals into smaller, more specific pieces. They describe measurable results an organization expects to accomplish within a given time period. A good objective statement will provide an operational way to know if your strategies are successfully moving toward your goal.

Community Indicators: End condition results that are broader than the efforts of government and well beyond a single program's control. Community Indicators are high-level measures that track the state of the environment or the condition of the community. Indicators are generally influenced by a number of factors and jurisdictions, and therefore are more difficult to influence and take longer to achieve. Unlike many performance measures, organizations have less control over an indicator. (Examples: Average commute lengths; Property crime rates).
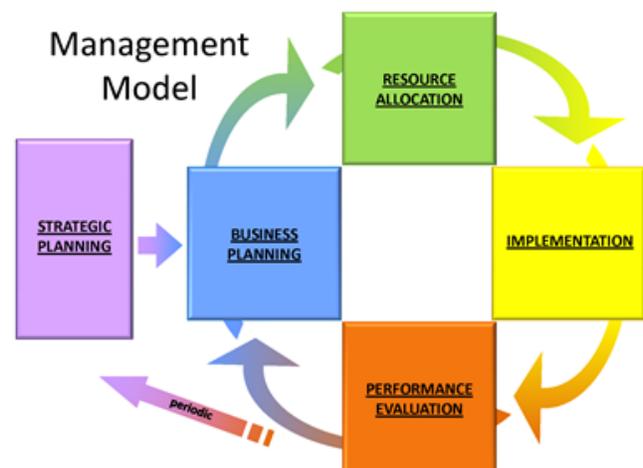
Strategy: Statements of methods or approaches to achieve an objective. While goals and objectives state what the organization wants to achieve, strategies state how goals and objectives will be achieved. Strategies should guide the near-term work and activities that the agency undertakes to achieve goals and objectives.

Performance Measure: A quantifiable, enduring measurement of the amount, quality, efficiency or effectiveness of products or services produced by a program or agency. King County performance measures reflect how county government is doing at accomplishing its goals and driving the indicators in a positive direction. County government has much more control over the outcome of these measures as compared to Community Indicators.

Target: Targets are an expression of an organizational expectation about a desired level of attainment or performance. Targets reflect strategic intent, resource allocation, and management resolve. Targets should consider historical performance, funding, management expectations, benchmarks, and policy direction.

Performance Management: An ongoing, systematic approach to improving results and outcomes through continuous organizational learning, evidence-based decision making, and a focus on transparency and accountability for performance.

King County Management Model: The Management Model is a practical description of how King County will make decisions. The model is based on best practices outlined by the National Performance Management Advisory Commission and a modified version of the Plan-Do-Check-Act iterative management method. It includes 5 components: Strategic Planning, Business Planning, Resource Allocation, Implementation, and Performance Evaluation. These components exist as a feedback loop so that King County is a learning organization that effectively manages resources to achieve the outcomes defined by policy-makers and reaches the goals set forth by the King County Strategic Plan.

Strategic Planning: Strategic planning is a management tool that helps organizations assess the current environment, anticipate and respond appropriately to changes in the environment, envision the future, increase effectiveness, develop commitment to the organization's mission and achieve consensus on strategies and objectives for achieving that mission. The King County Strategic Plan (KCSP) is the cornerstone of the management model and the primary planning document for

King County operations. Since July 2010, King County has been finding ways to implement and align to the KCSP.

Business Planning: Business planning is a process designed to tell a clear, coherent story about the services we provide and why we provide them. It is based on the ultimate product or outcome, not on organizational unit and includes the following:

- Broad look at how systems deliver products to the customer
- Long-term time horizon (10 years)
- Focus on clear problem identification and a robust analysis of the alternatives available, rather than stand alone statements about what we are going to do
- Collaborative process that includes the line of business, PSB staff, and county leadership

Performance Evaluation: The ongoing monitoring and reporting of program or agency results, particularly progress toward pre-established goals.