



Dow Constantine
King County Executive
Executive Office
401 5th Ave. Suite 800
Seattle, WA 98104

Dear Mr. Constantine:

Congratulations on the selection of **King County** to receive the ***CAP Organizational Leadership Award for 2019***. This award is presented each year by the Center for Accountability and Performance (CAP), which is affiliated with the *American Society for Public Administration (ASPA)*.

This award, presented annually to an organization, recognizes outstanding applications of a systems approach to performance management that has resulted in a culture change, sustained improvements and demonstrated positive effects on government performance and accountability. The award recognizes an organization, rather than a person that has yielded outstanding results on a sustained basis. The organization may be selected from all levels of public service organizations – local, state, or federal government, as well as from international and public service nonprofit organizations. Preference is given to an organization whose results have been measured and whose impact has been documented in the literature or at conferences.

King County has been an active, cutting-edge leader in the performance management field for 15 years. King County has continued to pursue innovative approaches to performance management and has also shared its experiences and lessons learned widely with the performance management community. Under your leadership and the belief that becoming the best-run government is essential to making the county's services better, King County continues to use its management system reforms to support the county's departments in launching important service innovations, such as the application of *Lean leadership, behaviors, and methods*. Your continued leadership and attention to creating a *performance culture* has led to outstanding results and improvements for King County and its citizens.

A few examples of these results related to *Best Run Government* portfolio include reducing inmates on suicide watch, establishing the ORCA Lift low-income transit fare,

and keeping employee health care costs to zero growth. Numerous additional county service innovations such as having the largest all-electric bus fleet, *Best Starts* for Kids-funded homeless prevention programs, juvenile justice reform, and many others – including an important commitment to equity and social justice as an innovative element of the county's overall management approach. Even with these past successes, the county continues to grow and advance its management reforms and continues to put performance management, strategic planning, program evaluation, and public reporting at the center of its work.

Richard Greene, the CAP Chair will be presenting this award prior to a Panel Session at the Annual ASPA Conference at the Mayflower Hotel in Washington DC on **Sunday, March 10, 11:45am-1:00pm in the New Jersey Room of the hotel**. You, or your designee, are cordially invited to attend to receive this award at this time.

In addition, you or your designee are also invited to an informal dinner to honor Harry Hatry and Joseph Wholey, longtime supporters of CAP, on **Friday, March 8, 7pm-9:00pm, Restaurant: McCormick and Schmicks, 1652 K St. NW, Washington, DC**. Please let me know if you have any further questions, and again, congratulations on your selection.

Sincerely,
Curtis L. Marshall
CAP Director
cmarshall6@cox.net
703-371-4724

cc: Dwight Dively
Gary Kurihara