

Building on Washington's legacy of performance management

Report to the Legislature

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Contents

Purpose of this report	2
Executive Summary	2
Introduction: the relationship between strategic planning, performance management, evaluation, and continuous improvement.....	2
Measuring what matters: building performance management into all levels of decision-making ..	3
Best practices in evaluation leadership	3
Best practices in evaluation policy and learning	4
Best practices in performance management	6
Best practices in identifying key outcomes and tracking progress.....	7
Investing in what works: evidence-informed decisions in budgets, programs, grants and contracts	8
Best practices for evidence-informed budget decisions.....	9
Best practices for investing in learning what works	10
Best practices for results-driven contracting, grants, and direct services.....	11
Conclusion: building on existing systems to improve statewide collaboration and communication	11
Appendix A: Washington statutes requiring performance measure reporting.....	12
Appendix B: Washington statutes requiring performance-based contract and grant management	58
Appendix C: Washington statutes requiring evidence-based budget decisions.....	75

Purpose of this report

Senate Bill 5950¹ directed Results Washington to review our state laws governing statewide performance management and to make recommendations for meaningful performance information and oversight. This report is published to fulfill those requirements, and to continue the state’s legacy of leadership in continuous improvement and performance management by identifying opportunities for a more cohesive and strategic statewide system.

Executive Summary

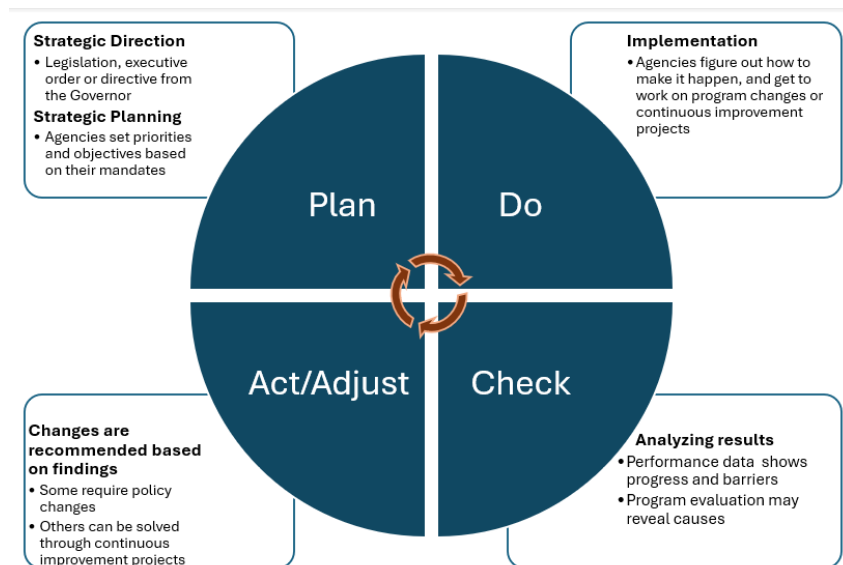
The report below highlights areas of opportunity for Washington state to build a seamless feedback loop for budget and policy decisions informed by both program performance data and national evidence of effectiveness at all levels of organization. These general recommendations should be developed in further detail in partnership with the other state agencies that play a role in performance, budgeting, policy and evaluation. Results Washington will follow up with a workgroup including these agencies to develop proposals for each opportunity.

Introduction: the relationship between strategic planning, performance management, evaluation, and continuous improvement

As the state’s performance management office, Results Washington plays a role in strategic planning, performance management, and continuous improvement.² These related activities all fit together with evaluation to provide a feedback loop of better information, better policies, better practices, and better outcomes for Washingtonians.

Strategic direction set by the Governor, Legislature, and other elected officials informs the objectives and goals of state government; agencies use strategic planning processes to turn that direction into objectives and goals so that we can measure our progress on them, and use that information to make improvements.

Performance measures provide us with quantitative data on questions like how much government is doing, how well we are doing it, and whether anyone is better off. We can see the number of people served by a program, how cost-effective we are in serving them, and various measures of their wellbeing. These measures can help



¹ Senate Bill 5950; [2024 c 376](#), s 116

² See [Results Washington Strategic Plan](#) for 2023-25

track progress against the goals we've set, and can alert us to changes or problems as they occur.

What performance measures cannot show us is causation. Sometimes the link between a policy or program change and a measure is intuitive, like when funding for a program doubles and the number of clients served doubles as well. But we can't be certain what caused the change in a performance measure without more advanced analysis, done through **program evaluation**. There are many practical and ethical limitations on the way we can study the effectiveness of government programs and policies, but advanced statistical analysis and other methodologies provide valuable insights about the causes of both problems and improvements.

Once we have a solid understanding of the cause of a problem, we can address it through either policy changes or changes in how we administer a program. State agencies **use Lean and other continuous improvement** methodologies to improve the effectiveness and efficiency of programs, while policy staff and legislators can address the necessary **policy changes**.

The report below details best practices from across the country in how these pieces fit together to form a framework of continuous learning and growth and improve the wellbeing of our residents. We also identify current laws and practices in Washington, and options for improvements to provide a seamless feedback loop for decision-making at all levels of state government.

Over the next year, Results Washington will lead a workgroup with other state agencies to further examine each of these opportunities and identify specific changes in state law and practices, building on our existing structures to keep Washington a national leader in performance management and continuous improvement.

Measuring what matters: building performance management into all levels of decision-making

Best practices in evaluation leadership

Nationwide best practices in evaluation leadership include having a central statewide evaluation officer or team, and having an evaluation governance structure. This looks different from state to state:

In Colorado, the Office of State Planning and Budgeting and the Operations Office have a joint Evidence-Based Policymaking team that guides state agencies and budget staff on assessing the evidence level of programs. ³

In Tennessee, the Office of State Budget and Management has a Chief Evaluation Officer position to support creating and using evidence for program and policy decision-making statewide, building capacity within the state to evaluate programs, improve performance and achieve statewide goals. ⁴

³ See Pew Charitable Trusts: [Colorado Dives Into Evidence-Based Policymaking](#)

⁴ See Results for America [Leading Example for Evaluation Leadership](#)

Washington state has a number of agencies involved in statewide evaluation, providing valuable insights into the effectiveness of state programs and policies:

- The Joint Legislative Audit and Review Committee (JLARC) and the independently elected State Auditor both have dedicated staff conducting performance audits year-round. Under state law, both groups report to the Legislature on an ongoing basis on the results of these audits and the implementation of their recommendations. Under the sunset review process outlined in statute, certain programs are automatically subject to review of their performance before they can be renewed.
- The Washington State Institute for Public Policy (WSIPP) conducts other types of program evaluation at the direction of the legislature. These include a wide range of outcome evaluations and cost/benefit analyses, to improve understanding of the effectiveness of programs the state has implemented.
- Results Washington conducts monthly Public Performance Reviews with the Governor; these conversations provide data on the results of state programs and support collaborating problem solving with state agency leaders, subject matter experts, and individuals with lived experience in the programs.

These evaluations all contribute to our statewide understanding of what works in Washington. However, the lack of a central access point to this information presents a barrier for decision-makers to find it when it would be most helpful.

In addition, evaluation by JLARC and the State Auditor often happen only for bigger or more publicized programs, or those where a problem has been identified. This setup is comparable to patients being sent to urgent care for medical issues, but not receiving regular preventative checkups. Routine, informal evaluation can help identify progress and barriers in time to make adjustments, preventing harm and improving efficiency and effectiveness. Located within the Governor's office, Results Washington is uniquely positioned to support agencies with routine evaluations and support the ongoing health of state programs.

One of the state's tools for evaluating programs, the Sunset Review Act, is currently scheduled to expire in 2025. The sunset review process outlined in chapter 43.131 RCW was created by the Sunset Act of 1977, and has been used for over 40 years by the Legislature to build reviews into new programs when they are created, gaining objective insight into the effectiveness of programs it funds. This process was originally scheduled to expire in 1983 and has been extended five times, most recently in 2013.⁵ Without another extension, the programs currently scheduled would instead expire without review.

Best practices in evaluation policy and learning

National best practices for evaluation policy and learning include having a **statewide evaluation policy** and **learning agenda**, providing **free public access** to all peer reviewed **research**

⁵ See [2013 c 44 s 2](#); [2000 c 189 s 12](#); [1988 c 17 s 2](#); [1982 c 223 s 16](#); [1979 c 22 s 3](#); [1977 ex.s. c 289 s 16](#).

conducted with state funding, and a statewide system to connect government agencies with external researchers.

A learning agenda is a plan for how an entity will use research to answer the questions that are most important for its work going forward.⁶ The federal Office of Management and Budget states that cross-agency learning agendas reinforce a focus on learning, bridge silos, and catalyze innovation.⁷

The Colorado Governor’s office has built a research partnership with the Colorado Evaluation and Policy Action Lab within the University of Denver.⁸ The Lab partners with state agencies and researchers to conduct evaluations and promote evidence-based decision-making.

North Carolina’s Office of State Budget and Management encourages agencies to develop priority questions as part of their strategic plans, and to invest resources toward answering them.⁹ These questions are grouped to show agencies how their learning goals overlap and facilitate cross-agency collaborations to meet them.¹⁰ In addition, the North Carolina General Assembly created the North Carolina Collaboratory at the University of North Carolina at Chapel Hill, to use research expertise across the state university system for practical use by government.¹¹

At the federal level, the President’s Management Agenda includes a learning agenda aligned with the top 3 priorities across agencies, in addition to requiring learning agendas for each individual federal agency.¹²

In addition to the outcome evaluations mentioned above, WSIPP also provides a strong foundation for this work connecting researchers with state agencies by partnering with agencies such as the Department of Corrections and the Department of Children, Youth and Families, providing these agencies with an inventory of evidence-based and promising programs so that they can administer funding with a focus on what is known to work.

WSIPP has advanced state understanding of the effectiveness of interventions in areas like early childhood learning, corrections and higher education. The board of directors includes representatives from both the legislative and executive branch as well as state higher education institutions, and staff are affiliated with the Evergreen State College. However, research projects conducted by WSIPP are generally directed by the Legislature through bills, and therefore focused in areas of interest for legislative work. All state agencies would benefit from a strengthened

⁶ For more information and examples, see [Evidence Plans](#) from the Federal Evaluation Officer Council.

⁷ See [Learning Agenda in Support of the President’s Management Agenda](#), p. 5

⁸ Colorado [Evaluation & Action Lab](#)

⁹ See North Carolina OSBM [Strategic Planning Guidance 2023-2025](#), pp. 4-5

¹⁰ North Carolina Longitudinal Data Service – [Research & Policy Learning Goals](#)

¹¹ UNC Chapel Hill [Collaboratory](#)

¹² See PMA [Learning Agenda](#)

connection with researchers, partnering to learn and build evidence of effectiveness across state programs.

Having a centralized role in connecting research with agencies would allow Results Washington, in collaboration with the governor’s budget and policy staff, WSIPP, and agency leaders, to build a strategic learning agenda based on agency needs, identifying gaps in our understanding and areas that would benefit from further research, allowing our limited resources to support the learning state government needs most. It would also strengthen efforts to build a culture of learning and growth within state government.

Best practices in performance management

National best practices related to performance management include: having a **central performance manager**, a **performance management governance system**, and a policy requiring performance management to include **reporting on how programs meet the needs** of people experiencing unfavorable outcomes.

Minnesota Management & Budget has an Enterprise Director for Results Management who serves as their chief performance and evaluation office and leads a team to collect, analyze, share and use data and performance measures to evaluate and improve the effectiveness of public programs and inform policy decisions.¹³

Under a 2018 state law, the Oregon Department of Administrative Services created a performance measurement system in consultation with the state legislature, and reports annually on the progress on these performance measures.¹⁴

The federal Office of Management and Budget (OMB) guides agencies through an annual Strategic Review process, where agencies report progress on their strategic objectives.¹⁵ In addition, OMB uses a cross-agency Performance Improvement Council to foster collaboration and information sharing across the federal government.¹⁶

Washington is a national leader in all these areas: Results Washington was created by governor Inslee in 2013, and the state has had a central performance office in some form for over 40 years. Performance measures are reported by all state agencies through a web application connected to the budget system, and available on OFM’s website alongside state spending data for each agency’s activities. Results Washington leads this reporting effort and provides guidance and support to agencies in their performance measurement.

In addition, the Office of Equity is directed to lead agencies in developing performance measures for addressing disparities¹⁷, and is in the process of implementing a system based on the 15

¹³ See Minnesota Management and Budget Results First – [Leadership](#)

¹⁴ Oregon State Legislature – [Key Performance Measures](#)

¹⁵ See OMB [Performance Framework](#)

¹⁶ See OMB [Performance Improvement Council](#)

¹⁷ RCW 43.06D.040(1)(d)

determinants of equity¹⁸. Both agencies are committed to partnering with each other to ensure a seamless performance management system across state government.

But in addition to these statewide efforts, there are also dozens of statutes requiring performance measure reporting by individual agencies on specific policy areas. Below are a few examples:

- The Department of Health is required to establish performance measures and data collection criteria related to home care aide training and testing.¹⁹
- The Washington College Savings Program must report on objectives and performance measures for creating a nationally competitive 529 savings plan.²⁰
- Local fire departments and fire protection districts are all required to report on specific objectives and performance measures related to their emergency responses annually.²¹
- Counties eligible for the Local Infrastructure Project Area (LIFT) program must report to the Department of Commerce with performance measures related to funding infrastructure projects and the impact on economic development and revenue.²²
- The Performance Measure Coordinating Committee must develop and periodically update a set of statewide measures of health performance for the Healthcare Authority.²³
- The Public Disclosure Commission must report specific measures of its own performance annually.²⁴
- The Office of Equity must publish an online performance dashboard with agency performance measures on reducing disparities, and must report annually on performance measures for the Washington State Patrol's DEI strategic recruitment and retention plan.²⁵

Performance measures developed under these statutes are hosted on agencies' websites and in reports to the Legislature and the Governor, but state leadership and the people of Washington would benefit from a central access point to find them. This would reduce duplication of effort across agencies while improving public access to data on our state's progress and barriers on strategic priorities.

Best practices in identifying key outcomes and tracking progress

National best practices in identifying key outcomes and tracking progress include setting statewide priorities with measurable outcomes, tracking progress on those priorities, and ensuring strategic priorities are informed by those experiencing unfavorable outcomes.

Maryland's governor's office publishes a strategic plan with ten priorities, and objectives for each priority with key performance indicators to track progress.²⁶

¹⁸ See Washington State Office of Equity – [Equity Hub](#)

¹⁹ [RCW 18.88B.800](#)

²⁰ [RCW 28B.95.032](#)

²¹ [RCW 35.103.040](#), [RCW 35A.92.040](#), [RCW 52.33.040](#), [RCW 53.56.040](#)

²² [RCW 39.108.110](#)

²³ [RCW 41.05.690](#)

²⁴ [RCW 42.17A.065](#)

²⁵ [RCW 43.06D.040\(1\)\(a\)](#), [RCW 43.06D.060\(3\)](#)

²⁶ See Moore-Miller Administration [2024 State Plan](#)

Utah Home is the strategic plan for the Utah Governor’s Office, with a dashboard to track completion of strategies for each of the statewide goals.²⁷

The federal Office of Management and Budget publishes performance data at [performance.gov](https://www.performance.gov); users can view progress by agency or by their area of interest. Data includes the president’s priorities as well as cross-agency and individual priorities.²⁸

Results Washington publishes the governor’s five goal areas, along with key metrics related to each area, on its website. Our office also hosts monthly public performance reviews on specific topics within each goal area, bringing together agency leaders, subject matter experts and individuals with relevant lived experience, with the governor to share progress and engage in collaborative problem solving. State budget laws require a connection between agency budget requests and the governor’s priority areas. But there is no formal process for developing priorities in statute, and the process and results could vary widely from one administration to the next.

Investing in what works: evidence-informed decisions in budgets, programs, grants and contracts

Results for America is a national nonprofit organization with the mission of helping government leaders harness the power of evidence and data to fund solutions that work. They publish standards of excellence for states each year with best practices from around the country to support governments in using evidence and data to deliver better results.²⁹ State criteria include incorporating evidence into decisions in three main areas: budgeting, direct services, and grants and contracts. They also evaluate states’ efforts to build capacity for learning what works by setting aside portions of each budget for evaluation and evidence building.

The Pew Charitable Trusts and the MacArthur Foundation also ran an initiative called Results First to support states in evidence-based decision-making, with a clearinghouse of evidence on program effectiveness and a resource center for developing policy.³⁰ This national initiative was born out of WSIPP’s work developing a benefit-cost model for MacArthur, and Results First aimed to teach other states how to apply WSIPP’s approach of evidence-based analysis and benefit-cost translation of results for policymaking.

The three strategies recommended for evidence-based budgeting are **building evidence into contracts**, using **evidence in the budget process**, and **targeting funds** to evidence-based programs.

²⁷ See [Utah Home goals](#)

²⁸ See [Track the U.S. Government’s Goals](#) at [performance.gov](https://www.performance.gov)

²⁹ See Results for America – [State Policymakers](#),

³⁰ See Pew [Results First Initiative](#)

Mississippi’s Joint Legislative Budget Committee requires agencies to submit research demonstrating the program’s effectiveness and categorize it as evidence-based, research-based, promising, or none of the above.³¹ Agencies also report program metrics and a timeline. Untested programs must have an evaluation plan. The Joint Legislative Committee on Performance Evaluation and Expenditure Review then reviews the requests and makes recommendations to the Legislature.

New Mexico’s Legislative Finance Committee uses a Legislating for Results framework that includes incorporating performance and effectiveness data into the budget development process and prioritizing funding for programs that are likely to work.³² They also use performance reports, evaluations and comparison to other state and national data to assess progress.

Best practices for evidence-informed budget decisions

Results for America outlines five steps for investing in what works through budgeting in their new State Evidence-Based Budgeting Guide.³³ The five steps are outlined here:

Strategy	Action Steps
Clearly Define Evidence	1. Establish a statewide definition of evidence of effectiveness
Prioritize Evidence in State Budgeting	2. Implement budget instructions and templates that collect evidence information
	3. Set statewide evidence-based budgeting targets
	4. Provide evidence indicators in public budget documents
	5. Summarize items signed into law that support evidence-based interventions

Maryland’s Office of Budget Analysis began including definitions of “evidence” and “evidence-based” as part of this year’s budget development cycle, and offered trainings for agency heads and fiscal staff on these changes. This information was added to the state’s enterprise budgeting system, currently required for requests to expand or create new programs, and will be incorporated into budget deliberations.³⁴

³¹ Mississippi PEER – [7 Elements of Quality Program Design](#)

³² New Mexico Legislative Finance Committee – [Legislating for Results](#)

³³ See Results for America [State Evidence-Based Budgeting Guide](#)

³⁴ See [FY 2026 Operating Budget Submission Requirements](#), pages A.37-A.45

Washington state law has built evidence-informed decisions into funding in several policy areas by directing agencies like the Department of Corrections and the Department of Children, Youth, and Families to use the findings published by WSIPP. WSIPP provides definitions of evidence-based, research-based and promising practices and evaluates interventions using these classifications, and certain agencies are required to use this work in evaluating programs and proposals. In addition, the Office of Financial Management requires agencies to include evidence in each budget request and explain their expected outcomes, and uses this information in making budget recommendations.

Policy areas across state government could benefit from a body of research like the ones WSIPP has built. However, poorly implemented programs for evidence-based spending can create barriers to innovation by cutting off funding until new ideas have been proven, depriving them of the opportunity to be tested. Results Washington, WSIPP, and the Office of Financial Management could partner to build a plan to standardize incorporating evidence of program effectiveness into the rest of the budget process over time, and to provide guidance to state agencies on building evidence into the spending under their discretion.

Washington also has been a leader for many years on including performance measures with budget documents. State law directs agencies to report performance by budget activity and include this information in budget proposals for consideration by the Governor and Legislature.³⁵ Results Washington has partnered with OFM to manage the technological system for this reporting, Results through Performance Management (RPM) and is in the process of revising the criteria for performance measures to ensure they provide actionable information the governor and legislators care about for the budget process. The missing link between performance measures and budgeting, however, is evaluation in between budget cycles to find the causes behind changes in performance measures. When a program is not having the intended result, it could need increased funding, structural changes, or replacement with a different approach. Performance measures alone can't answer these questions, but can identify focus areas for evaluation that will.

Best practices for investing in learning what works

Best practices include setting aside a **portion of funding for evaluation**; with limited resources, it can be tempting to spend every penny on providing a service to maximize the impact of programs right away. But in the long run, ensuring a portion of funding goes toward evaluation provides continual learning and growth so that programs can improve both their impact and cost effectiveness.

Colorado's Office of State Planning and Budgeting operates a grant fund for program evaluation and implementation.³⁶ This fund is \$500,000 per year, or 2.5% of the Office's discretionary fund. In addition, the Colorado Legislature has designated portions of funding in specific areas for evaluation, such as when it created a new universal preschool program and appropriated 14% of the new agency's discretionary funding for evidence building.

³⁵ [RCW 43.88.090](#)

³⁶ Colorado Governor's Office of State Planning and Budgeting – [OSP Implementation and Evaluation Grant](#)

In Tennessee, the budget process includes a program inventory that lists state-funded programs along with whether they are supported by rigorous evidence.³⁷ Programs are identified as ready for evaluation, and agencies are connected with external research partners to conduct it.

Best practices for results-driven contracting, grants, and direct services

Nationwide best practices for contracting include policies that ensure results-focused contracts and active contract management, and policies that require procurement contracts to prioritize proposals that meet the needs of people experiencing unfavorable outcomes.

State law requires agencies to engage in performance-based contracts to the extent practicable. It also directs the Department of Enterprise Services (DES) to include performance measures and benchmarks in its uniform policies and procedures for state agencies to use. In addition, statutes on specific policy areas include requirements for performance measures in contracts ranging from healthcare³⁸ to public lands³⁹ and natural resources⁴⁰, to housing⁴¹.

At the direction of the Legislature⁴², WSIPP built and is currently updating an inventory of evidence-based, research-based, and promising programs related to adult corrections.⁴³ After the first inventory was completed in 2013, the Department of Corrections developed a comprehensive implementation plan to incorporate these findings into its program offerings.

Building on the success of these initiatives, Washington is well positioned to expand these efforts across policy areas and agencies to develop statewide practices for ensuring programs, grants and contracts are evidence-based.

Conclusion: building on existing systems to improve statewide collaboration and communication

This report highlights a small fraction of the work being done across Washington state government to bring data and evidence into decisions, driving innovation and focusing limited resources where they can have the greatest impact. The challenge is bringing all that information together in a meaningful way and making it accessible to those who can use it. Results Washington looks forward to supporting further conversation with our partners on how to engage each of the opportunities cited above for a more cohesive and comprehensive performance management system, and improved outcomes for all Washingtonians.

³⁷ Tennessee Department of Finance & Administration's [Program Inventory](#)

³⁸ [RCW 41.05.021\(1\)\(a\)\(vi\)\(A\)](#). [RCW 41.05.075\(8\)](#),

³⁹ [RCW 79A.05.347\(2\)](#)

⁴⁰ [RCW 80.70.050\(4\)](#), [RCW 90.03.590\(3\)](#)

⁴¹ [RCW 43.63A.311](#)

⁴² See Senate Bill 5187, [2023 c 475 s 610](#)

⁴³ Goodvin, R., & Wanner, P. (2024). [Inventory of evidence-based, research-based, and promising programs for adult corrections: Preliminary report \(Document Number 24-03-1901\)](#). Olympia: Washington State Institute for Public Policy.

Appendix A: Washington statutes requiring performance measure reporting

RCW 18.25.0167 Chiropractic Commission

(5) The commission shall negotiate with the secretary to develop performance-based expectations, including identification of key performance measures. The performance expectations should focus on consistent, timely regulation of health care professionals.

RCW 18.71.430 Washington Medical Commission

(5) The commission shall negotiate with the secretary to develop performance-based expectations, including identification of key performance measures. The performance expectations should focus on consistent, timely regulation of health care professionals.

RCW 18.79.390 Dept. of Health, Board of Nursing

(5) The *commission shall negotiate with the secretary to develop performance-based expectations, including identification of key performance measures. The performance expectations should focus on consistent, timely regulation of health care professionals.

RCW 43.70.240 Department of Health – professional licensing boards

The secretary and each of the professional licensing and disciplinary boards listed in RCW **18.130.040**(2)(b) shall enter into written operating agreements on administrative procedures with input from the regulated profession and the public. The intent of these agreements is to provide a process for the department to consult each board on administrative matters and to ensure that the administration and staff functions effectively enable each board to fulfill its statutory responsibilities in a manner that supports the health care delivery system and evidence-based practices across all health professions. The agreements shall include, but not be limited to, the following provisions:

- (4) Use of performance audits to evaluate the consistent use of common business practices where appropriate; and
- (5) Calculation and reporting of timelines and performance measures.

RCW 18.88B.800 Dept. of Health – home care aide training/testing

(1) The department of health, in consultation with the department of social and health services and other relevant participants, shall:

- (c) Establish performance measures and data collection criteria to monitor the overall length of time between training and testing and the number of available test sites;
- (d) Establish accountability mechanisms for the overall training to testing process; and
- (e) Establish performance-based contracts for vendors who administer the tests that include the following:
 - (i) All key performance measures expected, including a definition of what sufficient access to test sites entails; and

(ii) Detailed vendor costs.

(3) The department of health, in consultation with the department of social and health services and other relevant participants, shall submit to the governor and the appropriate committees of the legislature a preliminary report no later than June 30, 2024, and a final report no later than December 31, 2024, that includes a summary of the work conducted in accordance with the requirements specified in subsection (1) of this section and any recommendations for improvement.

RCW 28A.175.035 OSPI – Building bridges program

(1) The office of the superintendent of public instruction shall:

(a) Identify criteria for grants and evaluate proposals for funding in consultation with the workforce training and education coordinating board;

(b) Develop and monitor requirements for grant recipients to:

(i) Identify students who both fail the Washington assessment of student learning and drop out of school;

(ii) Identify their own strengths and gaps in services provided to youth;

(iii) Set their own local goals for program outcomes;

(iv) Use research-based and emerging best practices that lead to positive outcomes in implementing the building bridges program; and

(v) Coordinate an outreach campaign to bring public and private organizations together and to provide information about the building bridges program to the local community;

(f) Contract with a third party to evaluate the infrastructure and implementation of the partnership including the leveraging of outside resources that relate to the goal of the partnership. The third-party contractor shall also evaluate the performance and effectiveness of the partnerships relative to the type of entity, as identified in RCW [28A.175.045](#), serving as the lead agency for the partnership; and

(g) Report to the legislature by December 1, 2008.

RCW 28A.175.075 OSPI & Graduation advisory committee: building bridges program

2) To assist and enhance the work of the programs established in RCW [28A.175.025](#), the advisory committee shall:

(a) Identify and make recommendations to the legislature for the reduction of fiscal, legal, and regulatory barriers that prevent coordination of program resources across agencies at the state and local level;

(b) Develop and track performance measures and benchmarks for each partner agency or organization across the state including performance measures and benchmarks based on student characteristics and outcomes specified in RCW [28A.175.035\(1\)\(e\)](#); and

(c) Identify research-based and emerging best practices regarding prevention, intervention, and retrieval programs.

(3) The advisory committee shall report to the appropriate committees of the legislature and the governor on an annual basis beginning December 1, 2007, with proposed strategies for building K-12 dropout prevention, intervention, and reengagement systems in local communities throughout the state including, but not limited to, recommendations for implementing emerging best practices, needed additional resources, and eliminating barriers

RCW 28A.175.110 OSPI – Statewide dropout reengagement program

(1) The office of the superintendent of public instruction shall develop a model interlocal agreement and a model contract for the dropout reengagement system.

(2) The model interlocal agreement and contract shall, at a minimum, address the following:

- (a) Responsibilities for identification, referral, and enrollment of eligible students;
- (b) Instruction and services to be provided by a dropout reengagement program, as specified under RCW **28A.175.105**;
- (c) Responsibilities for data collection and reporting, including student transcripts and data required for the statewide student information system;
- (d) Administration of the high school statewide student assessments;
- (f) Responsibilities for provision of special education or related services for eligible students with disabilities who have an individualized education program;
- (g) Responsibilities for necessary accommodations and plans for students qualifying under section 504 of the rehabilitation act of 1973;
- (h) Minimum instructional staffing ratios for dropout reengagement programs offered by community-based organizations, which are not required to be the same as for other basic education programs in school districts; and
- (i) Performance measures that must be reported to the office of the superintendent of public instruction in a common format for purposes of accountability, including longitudinal monitoring of student progress and postsecondary education and employment.

RCW 28A.300.1361 OSPI – Educational opportunity gap data collection.

The superintendent of public instruction shall take all actions necessary to secure federal funds to support enhancing data collection and data system capacity in order to monitor progress in closing the achievement gap and to support other innovations and model programs that align education reform and address disproportionality in the public school system.

RCW 28A.300.137 Educational opportunity gap oversight and accountability committee

Beginning in January 2010, the *achievement gap oversight and accountability committee shall report annually to the superintendent of public instruction, the state board of education, the professional educator standards board, the governor, and the education committees of the legislature on the strategies to address the achievement gap and on the progress in improvement of education performance measures for African American, Hispanic, American Indian/Alaskan Native, Asian, and Pacific Islander/Hawaiian Native students.

RCW 28A.700.040 Workforce Training and Education Coordinating Board and OSPI – Career and Technical Education Programs

(1) The office of the superintendent of public instruction shall establish performance measures and targets and monitor the performance of career and technical education programs in at least the following areas:

- (a) Student participation in and completion of high-demand programs as identified under RCW 28A.700.020;
- (b) Students earning dual credit for high school and college; and
- (c) Performance measures and targets established by the workforce training and education coordinating board, including but not limited to student academic and technical skill attainment, graduation rates, postgraduation employment or enrollment in postsecondary education, and other measures and targets as required by the federal Carl Perkins act, as amended.

(2) If a school district fails to meet the performance targets established under this section, the office of the superintendent of public instruction may require the district to submit an improvement plan. If a district fails to implement an improvement plan or continues to fail to meet the performance targets for three consecutive years, the office of the superintendent of public instruction may use this failure as the basis to deny the approval or reapproval of one or more of the district's career and technical education programs.

RCW 28B.45.080 SBCTC and university branch campuses – transferring CTC students

The state board for community and technical colleges and the student achievement council shall adopt performance measures to ensure a collaborative partnership between the community and technical colleges and the campuses created under this chapter. The partnership shall be one in which the community and technical colleges prepare students for transfer to the upper-division programs of the campuses and the campuses work with community and technical colleges to enable students to transfer and obtain degrees efficiently.

RCW 28B.95.032 Washington college savings program.

(10) It is the intent of the legislature to establish policy goals for the Washington college savings program. The policy goals established under this section are deemed consistent with creating a nationally competitive 529 savings plan. The Washington college savings program should support achievement of these policy goals:

- (a) Process: To have an investment manager design a thoughtful, well-diversified glide path for age-based portfolios and offer a robust suite of investment options;
- (b) People: To have a well-resourced, talented, and long-tenured investment manager;

(c) Parent: To demonstrate that the committee is a good caretaker of college savers' capital and can manage the plan professionally;

(d) Performance: To demonstrate that the program's options have earned their keep with solid risk-adjusted returns over relevant time periods; and

(e) Price: To demonstrate that the investment options are a good value.

(11) The powers, duties, and functions of the Washington college savings program must be performed in a manner consistent with the policy goals in subsection (10) of this section.

(12) The policy goals in this section are intended to be the basis for establishing detailed and measurable objectives and related performance measures.

(13) It is the intent of the legislature that the committee establish objectives and performance measures for the investment manager to progress toward the attainment of the policy goals in subsection (10) of this section. The committee shall submit objectives and performance measures to the legislature for its review and shall provide an updated report on the objectives and measures before the regular session of the legislature during even-numbered years thereafter.

Performance measures for fire departments – the statutes below include matching language outlining performance measures and criteria for cities and towns, code cities, fire protection districts, and port districts.

RCW 35.103.010 Intent

The legislature intends for city fire departments to set standards for addressing the reporting and accountability of substantially career fire departments, and to specify performance measures applicable to response time objectives for certain major services. The legislature acknowledges the efforts of the international city/county management association, the international association of fire chiefs, and the national fire protection association for the organization and deployment of resources for fire departments. The arrival of first responders with automatic external defibrillator capability before the onset of brain death, and the arrival of adequate fire suppression resources before flash-over is a critical event during the mitigation of an emergency, and is in the public's best interest. For these reasons, this chapter contains performance measures, comparable to that research, relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations by substantially career fire departments. This chapter does not, and is not intended to, in any way modify or limit the authority of cities and towns to set levels of service.

RCW 35.103.030 Policy statement—Service delivery objectives.

(2) Every city and town shall include service delivery objectives in the written statement or policy required under subsection (1) of this section. These objectives shall include specific response time objectives for the following major service components, if appropriate:

(a) Fire suppression;

(b) Emergency medical services;

(c) Special operations;

- (d) Aircraft rescue and firefighting;
- (e) Marine rescue and firefighting; and
- (f) Wildland firefighting.

(3) Every city and town, in order to measure the ability to arrive and begin mitigation operations before the critical events of brain death or flash-over, shall establish time objectives for the following measurements:

- (a) Turnout time;
- (b) Response time for the arrival of the first arriving engine company at a fire suppression incident and response time for the deployment of a full first alarm assignment at a fire suppression incident;
- (c) Response time for the arrival of a unit with first responder or higher level capability at an emergency medical incident; and
- (d) Response time for the arrival of an advanced life support unit at an emergency medical incident, where this service is provided by the fire department.

(4) Every city and town shall also establish a performance objective of not less than ninety percent for the achievement of each response time objective established under subsection (3) of this section.

RCW 35.103.040 Annual evaluations—Annual report.

(1) Every city and town shall evaluate its level of service and deployment delivery and response time objectives on an annual basis. The evaluations shall be based on data relating to level of service, deployment, and the achievement of each response time objective in each geographic area within the jurisdiction of the city or town.

(2) Beginning in 2007, every city and town shall issue an annual written report which shall be based on the annual evaluations required by subsection (1) of this section.

(a) The annual report shall define the geographic areas and circumstances in which the requirements of this standard are not being met.

(b) The annual report shall explain the predictable consequences of any deficiencies and address the steps that are necessary to achieve compliance.

RCW 35.103.050 Maintenance of response times in newly annexed areas—Firefighter transfers.

Cities and towns conducting annexations of all or part of fire protection districts shall, at least through the budget cycle, or the following budget cycle if the annexation occurs in the last half of the current budget cycle, in which the annexation occurs, maintain existing fire protection and emergency services response times in the newly annexed areas consistent with response times recorded prior to the annexation as defined in the previous annual report for the fire protection district and as reported in RCW [52.33.040](#). If the city or town is unable to maintain these service levels in the newly annexed area, the transfer of firefighters from the annexed fire protection district as a direct result of the annexation must occur pursuant to RCW [35.13.238](#) (4) through (8).

RCW 35A.92.030 Policy statement—Service delivery objectives. RCW 35A.92.040 Annual evaluations—Annual report.

RCW 35A.92.050 Maintenance of response times in newly annexed areas—Firefighter transfers.

RCW 52.33.010 Intent.

RCW 52.33.020 Definitions.

RCW 52.33.030 Policy statement—Service delivery objectives.

RCW 52.33.040 Annual evaluations—Annual report.

RCW 53.56.010 Intent.

RCW 53.56.030 Policy statement—Service delivery objectives.

RCW 53.56.040 Annual evaluations—Annual report.

RCW 39.108.110 Commerce – Local Infrastructure Project Area performance measures

The eligible counties, in collaboration with sponsoring cities, must provide a report to the department of commerce by March 1st of every other year. The report must contain the following information:

- (1) The number of sponsoring cities that have adopted transfer of development rights policies and regulations incorporating transfer of development rights under this chapter, and have an interlocal agreement or have adopted the department of commerce transfer of development rights interlocal terms and conditions rule;
- (2) The number of transfer of development rights transactions under this chapter using different types of transfer of development rights mechanisms;
- (3) The number of acres under conservation easement under this chapter, broken out by agricultural land, forestland, and rural lands;
- (4) The number of transferable development rights transferred from sending areas under this chapter;
- (5) The number of transferable development rights transferred from a county into a sponsoring city under this chapter;
- (6) Sponsoring city development under this chapter using transferable development rights, including:
 - (a) The number of total new residential units;
 - (b) The number of residential units created in receiving areas using transferable development rights transferred from sending areas;
 - (c) The amount of additional commercial floor area;
 - (d) The amount of additional building height;
 - (e) The number of required structured parking spaces reduced, if transferable development rights are specifically converted into reduced structured parking space requirements;

- (f) The number of additional parking spaces allowed, if transferable development rights are specifically converted into additional receiving area parking spaces; and
 - (g) The amount of additional impervious surface allowed, if transferable development rights are specifically converted into receiving area impervious surfaces;
- (7) The amount of the local property tax allocation revenues, if any, received in the preceding calendar year by the sponsoring city;
- (8) A list of public improvements paid or financed with local infrastructure project financing;
- (9) The names of any businesses locating within local infrastructure project areas as a result of the public improvements undertaken by the sponsoring local government and paid or financed in whole or in part with local infrastructure project financing;
- (10) The total number of permanent jobs created in the local infrastructure project area as a result of the public improvements undertaken by the sponsoring local government and paid or financed in whole or in part with local infrastructure project financing;
- (11) The average wages and benefits received by all employees of businesses locating within the local infrastructure project area as a result of the public improvements undertaken by the sponsoring local government and paid or financed in whole or in part with local infrastructure project financing; and
- (12) The date when any indebtedness issued for local infrastructure project financing is expected to be retired.

[RCW 41.05.840 Universal health care commission.](#)

- (7) By November 1, 2022, the commission shall submit a baseline report to the legislature and the governor, and post it on the authority's website. The report must include:
- (a) A complete synthesis of analyses done on Washington's existing health care finance and delivery system, including cost, quality, workforce, and provider consolidation trends and how they impact the state's ability to provide all Washingtonians with timely access to high quality, affordable health care;
 - (b) A strategy for developing implementable changes to the state's health care financing and delivery system to increase access to health care services and health coverage, reduce health care costs, reduce health disparities, improve quality, and prepare for the transition to a unified health care financing system by actively examining data and reports from sources that are monitoring the health care system. Such sources shall include data or reports from the health care cost transparency board under RCW [70.390.070](#), the public health advisory board, the governor's interagency coordinating council on health disparities under RCW [43.20.275](#), the all-payer health care claims database established under chapter [43.371](#) RCW, prescription drug price data, performance measure data under chapter [70.320](#) RCW, and other health care cost containment programs;

...

(8) Following the submission of the baseline report on November 1, 2022, the commission must structure its work to continue to further identify opportunities to implement reforms consistent with subsection (7)(b) of this section and to implement structural changes to prepare the state for a transition to a unified health care financing system. The commission must submit annual reports to the governor and the legislature each November 1st, beginning in 2023. The reports must detail the work of the commission, the opportunities identified to advance the goals under subsection (7) of this section, which, if any, of the opportunities a state agency is implementing, which, if any, opportunities should be pursued with legislative policy or fiscal authority, and which opportunities have been identified as beneficial, but lack federal authority to implement.

RCW 42.17A.065 Public Disclosure Commission

By July 1st of each year, the commission shall calculate the following performance measures, provide a copy of the performance measures to the governor and appropriate legislative committees, and make the performance measures available to the public:

- (1) The average number of days that elapse between the commission's receipt of reports filed under RCW 42.17A.205, 42.17A.225, 42.17A.235, 42.17A.255, 42.17A.265, 42.17A.600, 42.17A.615, 42.17A.625, and 42.17A.630 and the time that the report, a copy of the report, or a copy of the data or information included in the report, is first accessible to the general public (a) in the commission's office, and (b) via the commission's website;
- (2) The percentage of filers pursuant to RCW 42.17A.055 who have used: (a) Hard copy paper format; or (b) electronic format.

RCW 43.06D.040 Office of Equity

(d) **Data maintenance and establishing performance metrics.** The office shall:

(i) Collaborate with the office of financial management and agencies to:

(A) Establish standards for the collection, analysis, and reporting of disaggregated data as it pertains to tracking population level outcomes of communities, except as provided under (d)(i)(D) of this subsection;

(B) Create statewide and agency-specific process and outcome measures to show performance:

(I) Using outcome-based methodology to determine the effectiveness of agency programs and services on reducing disparities; and

(II) Taking into consideration community feedback from the **community advisory board on whether the performance measures established accurately measure the effectiveness of agency programs and services in the communities served;

(C) Create an online performance dashboard to publish state and agency performance measures and outcomes; and

(D) Identify additional subcategories in workforce data for disaggregation in order to track disparities in public employment; and

(ii) Coordinate with the office of privacy and data protection to address cybersecurity and data protection for all data collected by the office.

(e) **Accountability.** The office shall:

(i) Publish a report for each agency detailing whether the agency has met the performance measures established pursuant to (d)(i) of this subsection and the effectiveness of agency programs and services on reducing disparities. The report must include the agency's strengths and accomplishments, areas for continued improvement, and areas for corrective action. The office must post each report on the dashboard referenced in (d) of this subsection;

(ii) Establish a process for the office to report on agency performance in accordance with (e)(i) of this subsection and a process for agencies to respond to the report. The agency's response must include the agency's progress on performance, the agency's action plan to address areas for improvement and corrective action, and a timeline for the action plan; and

(iii) Establish procedures to hold agencies accountable, which may include conducting performance reviews related to agency compliance with office performance measures.

(2) By October 31, 2022, and every year thereafter, the office shall report to the governor and the legislature. The report must include a summary of the office's work, including strengths and accomplishments, an overview of agency compliance with office standards and performance measures, and an equity analysis of the makeup of the community advisory board established in *section 6 of this act to ensure that it accurately reflects historically and currently marginalized groups.

RCW 43.06D.060 Office of Equity - Washington State Patrol DEI strategic recruitment and retention plan

(1) Consistent with its purpose of promoting access to equitable opportunities and resources to reduce disparities, the Washington state office of equity shall provide oversight for the development and ongoing implementation of the Washington state patrol's diversity, equity, and inclusion strategic recruitment and retention plan.

(2) To accomplish this purpose, the office of equity shall work with the department of enterprise services, which will run and oversee a competitive procurement process to select and hire an independent, expert consultant to:

(a) Collect benchmark demographic data on the composition of the current Washington state patrol workforce, including applicants in the recruitment process, people in trooper academy classes, and new hires across positions in the agency including, and not limited to, applicants referred for interview; applicants referred for hire; applicant to hire ratios; applicants referred for psychological testing; applicant pass to fail ratios; and turnover rate.

In addition, this task must include comparative demographic data for other law enforcement training classes within the state;

- (b) Conduct a study of the labor force available for the commissioned and noncommissioned staff of the state patrol, with a focus on the availability of black, indigenous, Latino, Asian, and other groups currently underrepresented in the state patrol workforce;
- (c) Using the results of the labor force availability study and Washington state patrol recruitment and retention demographic benchmark data, establish goals for the demographic composition of the state patrol workforce and a plan for reaching the goals;
- (d) Develop agency-specific process and outcome measures of performance, taking into consideration community feedback on whether the performance measures established accurately measure the effectiveness of agency programs and services in the communities served;
- (e) Recommend effective agency programs and services to reduce disparities across the agency;
- (f) Evaluate and report on progress in the implementation of the diversity, equity, and inclusion strategic recruitment and retention plan developed for the Washington state patrol in 2021;
- (g) In coordination with the Washington state patrol, annually update the diversity, equity, and inclusion strategic recruitment and retention plan to reflect activities completed, new strategies, and next steps;
- (h) Report biannually to the governor and appropriate committees of the legislature on the composition of the current Washington state patrol workforce compared to established benchmarks and goals; and
- (i) Otherwise assist the office of equity in monitoring and reporting the Washington state patrol's implementation of the diversity, equity, and inclusion strategic recruitment and retention plan.

(3) The office is directed to complete the following work in accordance with RCW [43.06D.040](#):

- (a) Provide technical assistance to the Washington state patrol regarding best practices to effectively foster an equitable, just, diverse workforce;
- (b) Publish the Washington state patrol's diversity, equity, and inclusion strategic recruitment and retention plan on its performance dashboard;
- (c) Report the Washington state patrol's performance on the office's performance dashboard, providing for a process for the Washington state patrol to respond to the report;
- (d) Establish accountability procedures for the Washington state patrol, which may include conducting performance reviews related to state patrol compliance with office performance measures consistent with RCW [43.06D.040](#);

(e) Report annually to the governor and appropriate committees of the legislature on the Washington state patrol's compliance with developing its diversity, equity, and inclusion strategic recruitment and retention plan in accordance with the office of equity standards and the state patrol's progress made toward performance measures in its diversity, equity, and inclusion strategic recruitment and retention plan.

(4) This section expires June 30, 2032.

RCW 43.09.470 State Auditor's Office

In addition to audits authorized under RCW [43.88.160](#), the state auditor shall conduct independent, comprehensive performance audits of state government and each of its agencies, accounts, and programs; local governments and each of their agencies, accounts, and programs; state and local education governmental entities and each of their agencies, accounts, and programs; state and local transportation governmental entities and each of their agencies, accounts, and programs; and other governmental entities, agencies, accounts, and programs. The term "government" means an agency, department, office, officer, board, commission, bureau, division, institution, or institution of higher education. This includes individual agencies and programs, as well as those programs and activities that cross agency lines. "Government" includes all elective and nonelective offices in the executive branch and includes the judicial and legislative branches. The state auditor shall review and analyze the economy, efficiency, and effectiveness of the policies, management, fiscal affairs, and operations of state and local governments, agencies, programs, and accounts. These performance audits shall be conducted in accordance with the United States general accounting office government auditing standards. The scope for each performance audit shall not be limited and shall include nine specific elements: (1) Identification of cost savings; (2) identification of services that can be reduced or eliminated; (3) identification of programs or services that can be transferred to the private sector; (4) analysis of gaps or overlaps in programs or services and recommendations to correct gaps or overlaps; (5) feasibility of pooling information technology systems within the department; (6) analysis of the roles and functions of the department, and recommendations to change or eliminate departmental roles or functions; (7) recommendations for statutory or regulatory changes that may be necessary for the department to properly carry out its functions; (8) analysis of departmental performance data, performance measures, and self-assessment systems; and (9) identification of best practices. The state auditor may contract out any performance audits. For counties and cities, the audit may be conducted as part of audits otherwise required by state law. Each audit report shall be submitted to the corresponding legislative body or legislative bodies and made available to the public on or before thirty days after the completion of each audit or each follow-up audit. On or before thirty days after the performance audit is made public, the corresponding legislative body or legislative bodies shall hold at least one public hearing to consider the findings of the audit and shall receive comments from the public.

The state auditor is authorized to issue subpoenas to governmental entities for required documents, memos, and budgets to conduct the performance audits. The state auditor may, at any time, conduct a performance audit to determine not only the efficiency, but also the effectiveness, of any government agency, account, or program. No legislative body, officeholder, or employee may impede or restrict the authority or the actions of the state auditor to conduct independent, comprehensive performance audits. To the greatest extent possible, the state auditor shall instruct and advise the appropriate governmental body on a step-by-step remedy to whatever ineffectiveness and inefficiency is discovered in the audited entity. For performance audits of state government and its agencies, programs, and accounts, the legislature must consider the state auditor reports in connection with the legislative appropriations process. An annual report will be submitted by the joint legislative audit and review committee by July 1st of each year detailing the status of the legislative implementation of the state auditor's recommendations. Justification must be provided for recommendations not implemented. Details of other corrective action must be provided as well. For performance audits of local governments and their agencies, programs, and accounts, the corresponding legislative body must consider the state auditor reports in connection with its spending practices. An annual report will be submitted by the legislative body by July 1st of each year detailing the status of the legislative implementation of the state auditor's recommendations. Justification must be provided for recommendations not implemented. Details of other corrective action must be provided as well. The people encourage the state auditor to aggressively pursue the largest, costliest governmental entities first but to pursue all governmental entities in due course. Follow-up performance audits on any state and local government, agency, account, and program may be conducted when determined necessary by the state auditor. Revenues from the performance audits of government account, created in RCW [43.09.475](#), shall be used for the cost of the audits.

RCW [43.31C.060](#) Department of Commerce – Community Empowerment Zones

The department must administer this chapter and has the following powers and duties:

- (1) To monitor the implementation of chapter 212, Laws of 2000 and submit reports evaluating the effectiveness of the program and any suggestions for legislative changes to the governor and legislature by December 1, 2000;
- (2) To develop evaluation and performance measures for local governments to measure the effectiveness of the program at the local level on meeting the objectives of this chapter;
- (3) To provide information and appropriate assistance to persons desiring to locate and operate a business in a community empowerment zone;
- (4) To work with appropriate state agencies to coordinate the delivery of programs, including but not limited to housing, community and economic development, small business assistance, social

service, and employment and training programs which are carried on in a community empowerment zone; and

(5) To develop rules necessary for the administration of this chapter.

RCW 70A.305.170 Ecology – MTCA Informal advice and assistance

(5) The department must track the number of requests for reviews of planned or completed independent remedial actions under the program and establish performance measures to track how quickly the department is able to respond to those requests. The department's tracking system must include a category for tracking the length of time that elapses between the submission of a request for expedited advice and assistance on an independent remedial action at a facility under subsection (3) of this section and the issuance of a letter on the sufficiency of the cleanup at the facility.

RCW 77.85.150 Gov's salmon recovery office

(1) The governor shall, with the assistance of the governor's salmon recovery office, maintain and revise, as appropriate, a statewide salmon recovery strategy.

(2) The governor and the governor's salmon recovery office shall be guided by the following considerations in maintaining and revising the strategy:

(d) The strategy should identify immediate actions necessary to prevent extinction of a listed salmon stock, establish performance measures to determine if restoration efforts are working, recommend effective monitoring and data management, and recommend to the legislature clear and certain measures to be implemented if performance goals are not met;

(g) The strategy should seek clear measures and procedures from the appropriate federal agencies for removing Washington's salmon stocks from listing under the federal act.

RCW 79A.05.347 State Parks

(2) Any agreement subject to this section must include specific performance measures. The performance measures must cover, but are not limited to, the entity's ability to manage financial operating costs, to adequately perform management responsibilities, and to address and respond to public concerns. The agreement must provide that failure to meet any performance measure may lead to the termination of the contract or requirements for remedial action to be taken before the agreement may be extended.

(3) The commission's authority to enter into agreements under this section, RCW [79A.05.087](#), or [79A.05.345](#) does not include the ability to rename any state park after a corporate or commercial entity, product, or service.

RCW 80.70.050 EFSEC – emissions mitigation projects

(3) Before signing contracts to purchase offsets with funds from certificate holders or order of approval holders, an independent qualified organization must demonstrate to the council that the mitigation projects it proposes to use provides a reasonable certainty that the performance requirements of the carbon dioxide mitigation projects will be achieved.

(4) The independent qualified organization shall permit the council to appoint up to three persons to inspect plans, operation, and compliance activities of the organization and to audit financial records and performance measures for carbon dioxide mitigation projects using carbon dioxide mitigation money paid by certificate holders or order of approval holders under this chapter.

(5) An independent qualified organization must file biennial reports with the council, the department, or authority on the performance of carbon dioxide mitigation projects, including the amount of carbon dioxide reductions achieved and a statement of cost for the mitigation period.

RCW [90.03.590](#) Ecology – watershed agreements

(3) A watershed agreement must:

- (a) Require the public water system operated by the participating municipal water supplier to meet obligations under the watershed plan;
- (b) Establish performance measures and timelines for measures to be completed;
- (c) Provide for monitoring of streamflows and metering of water use as needed to ensure that the terms of the agreement are met; and
- (d) Require annual reports from the water users regarding performance under the agreement.

(5) The department must provide opportunity for public review of a proposed agreement before it is executed. The department must make proposed and executed watershed agreements and annual reports available on the department's internet website.

RCW [90.71.290](#) Puget Sound Science Panel

(1) The strategic science program shall be developed by the panel with assistance and staff support provided by the executive director. The science program may include:

- (a) Continuation of the Puget Sound assessment and monitoring program, as provided in RCW [90.71.060](#), as well as other monitoring or modeling programs deemed appropriate by the executive director;
- (b) Development of a monitoring program, in addition to the provisions of RCW [90.71.060](#), including baselines, protocols, guidelines, and quantifiable performance measures, to be recommended as an element of the action agenda;
- (c) Recommendations regarding data collection and management to facilitate easy access and use of data by all participating agencies and the public; and
- (d) A list of critical research needs.

(2) The strategic science program may not become an official document until a majority of the members of the council votes for its adoption.

(3) A Puget Sound science update shall be developed by the panel with assistance and staff support provided by the executive director. The panel shall submit the initial update to the executive

director by April 2010, and subsequent updates as necessary to reflect new scientific understandings. The update shall:

- (a) Describe the current scientific understanding of various physical attributes of Puget Sound;
- (b) Serve as the scientific basis for the selection of environmental indicators measuring the health of Puget Sound; and
- (c) Serve as the scientific basis for the status and trends of those environmental indicators.

RCW 90.71.340 Puget Sound Partnership

(1) The legislature intends that fiscal incentives and disincentives be used as accountability measures designed to achieve consistency with the action agenda by:

- (a) Ensuring that projects and activities in conflict with the action agenda are not funded;
- (b) Aligning environmental investments with strategic priorities of the action agenda; and
- (c) Using state grant and loan programs to encourage consistency with the action agenda.

(2) The council shall adopt measures to ensure that funds appropriated for implementation of the action agenda and identified by proviso or specifically referenced in the omnibus appropriations act pursuant to RCW 43.88.030(1)(g) are expended in a manner that will achieve the intended results. In developing such performance measures, the council shall establish criteria for the expenditure of the funds consistent with the responsibilities and timelines under the action agenda, and require reporting and tracking of funds expended. The council may adopt other measures, such as requiring interagency agreements regarding the expenditure of provided or specifically referenced Puget Sound funds.

(3) The partnership shall work with other state agencies providing grant and loan funds or other financial assistance for projects and activities that impact the health of the Puget Sound ecosystem under chapters 43.155, 70A.305, 70A.135, 77.85, 79.105, 79A.15, 89.08, and 90.50A RCW to, within the authorities of the programs, develop consistent funding criteria that prohibits funding projects and activities that are in conflict with the action agenda.

(4) The partnership shall develop a process and criteria by which entities that consistently achieve outstanding progress in implementing the action agenda are designated as Puget Sound partners. State agencies shall work with the partnership to revise their grant, loan, or other financial assistance allocation criteria to create a preference for entities designated as Puget Sound partners for funds allocated to the Puget Sound basin, pursuant to RCW 43.155.070, 70A.305.180, 70A.305.190, 70A.305.200, 70A.135.070, 77.85.130, 79.105.150, 79A.15.040, 89.08.520, and 90.50A.040. This process shall be developed on a timeline that takes into consideration state grant and loan funding cycles.

(5) Any entity that receives state funds to implement actions required in the action agenda shall report biennially to the council on progress in completing the action and whether expected results have been achieved within the time frames specified in the action agenda.

RCW 43.63A.305 Department of Commerce - Independent youth housing program

(2) The department of social and health services shall collaborate with the department in implementing and operating the independent youth housing program including, but not limited to, the following:

(d) Annually provide to the department data reflecting changes in the percentage of youth aging out of the state dependency system each year who are eligible for state assistance, as well as any other data and performance measures that may assist the department to measure program success; and

(e) Annually, beginning by December 31, 2007, provide to the appropriate committees of the legislature and the interagency council on homelessness as described under RCW **43.185C.170** recommendations of strategies to reach the goals described in RCW **43.63A.311**(2)(g).

(3) Under the independent youth housing program, subcontractor organizations shall:

(j) Submit expenditure and performance reports, including information related to the performance measures in RCW **43.63A.311**, to the department on a time schedule determined by the department; and

(k) Provide recommendations to the department regarding program improvements and strategies that might assist the state to reach its goals as described in RCW **43.63A.311**(2)(g).

RCW 43.63A.311 Department of Commerce - Independent youth housing program (subcontractor report)

Beginning in 2007, the department must annually review and report on the performance of subcontractor organizations participating in the independent youth housing program, as well as the performance of the program as a whole.

(1) Reporting should be within the context of the state homeless housing strategic plan under RCW **43.185C.040** and any other relevant state or local homeless or affordable housing plans. The outcomes of the independent youth housing program must be included in the measurement of any performance measures described in chapter **43.185C** RCW.

(2) The independent youth housing program report must include, at a minimum, an update on the following program performance measures, as well as any other performance measures the department may establish, for enrolled youth in consultation with the department of social and health services, to be measured statewide and by county:

- (a) Increases in housing stability;
- (b) Increases in economic self-sufficiency;
- (c) Increases in independent living skills;
- (d) Increases in education and job training attainment;

- (e) Decreases in the use of all state-funded services over time;
- (f) Decreases in the percentage of youth aging out of the state dependency system each year who are eligible for state assistance as reported to the department by the department of social and health services; and
- (g) Recommendations to the legislature and to the interagency council on homelessness as described under RCW [43.185C.170](#) on program improvements and on departmental strategies that might assist the state to reach its goals of:
 - (i) Ensuring that all youth aging out of the state dependency system have access to a decent, appropriate, and affordable home in a healthy safe environment to prevent such youth from experiencing homelessness; and
 - (ii) Reducing each year the percentage of young people eligible for state assistance upon aging out of the state dependency system.

RCW [43.70.550](#) Department of Health - Public health services improvement plan

The public health services improvement plan developed under *RCW [43.70.520](#) shall include:

- (1) Minimum standards for state and local public health assessment, performance measurement, policy development, and assurance regarding social development to reduce at-risk behaviors and risk and protective factors. The department in the development of data collection and reporting requirements for the superintendent of public instruction, schools, and school districts shall consult with the joint select committee on education restructuring and local school districts.
- (3) Data collection and analysis standards on at-risk behaviors and risk and protective factors for use by the local public health departments and the **state council and the local community networks to ensure consistent and interchangeable data.
- (4) Recommendations regarding any state or federal statutory barriers affecting data collection or reporting.

The department shall provide an annual report to the Washington state institute for public policy on the implementation of this section.

RCW [43.70.555](#) Local health department assessment standards

The department shall establish, by rule, standards for local health departments and networks to use in assessment, performance measurement, policy development, and assurance regarding social development to prevent health problems caused by risk factors empirically linked to: Violent criminal acts by juveniles, teen substance abuse, teen pregnancy and male parentage, teen suicide attempts, dropping out of school, child abuse or neglect, and domestic violence. The standards shall be based on the standards set forth in the public health services improvement plan as required by RCW [43.70.550](#).

RCW [43.105.111](#) WaTech – performance targets

The director shall set performance targets and approve plans for achieving measurable and specific goals for the agency. By January 2017, the appropriate organizational performance and

accountability measures and performance targets shall be submitted to the governor. These measures and targets shall include measures of performance demonstrating specific and measurable improvements related to service delivery and costs, operational efficiencies, and overall customer satisfaction. The agency shall develop a dashboard of key performance measures that will be updated quarterly and made available on the agency public website.

The director shall report to the governor on agency performance at least quarterly. The reports shall be included on the agency's website and accessible to the public.

RCW 43.105.220 WaTech – strategic IT plan, performance reports

(1) The office shall prepare a state strategic information technology plan which shall establish a statewide mission, goals, and objectives for the use of information technology, including goals for electronic access to government records, information, and services. The plan shall be developed in accordance with the standards and policies established by the office. The office shall seek the advice of the board in the development of this plan.

The plan shall be updated as necessary and submitted to the governor and the legislature.

(2) The office shall prepare a biennial state performance report on information technology based on state agency performance reports required under RCW 43.105.235 and other information deemed appropriate by the office. The report shall include, but not be limited to:

- (a) An analysis, based upon agency portfolios, of the state's information technology infrastructure, including its value, condition, and capacity;
- (b) An evaluation of performance relating to information technology;
- (c) An assessment of progress made toward implementing the state strategic information technology plan, including progress toward electronic access to public information and enabling citizens to have two-way access to public records, information, and services; and
- (d) An analysis of the success or failure, feasibility, progress, costs, and timeliness of implementation of major information technology projects under RCW 43.105.245. At a minimum, the portion of the report regarding major technology projects must include:
 - (i) The total cost data for the entire life-cycle of the project, including capital and operational costs, broken down by staffing costs, contracted service, hardware purchase or lease, software purchase or lease, travel, and training. The original budget must also be shown for comparison;
 - (ii) The original proposed project schedule and the final actual project schedule;
 - (iii) Data regarding progress towards meeting the original goals and performance measures of the project;
 - (iv) Discussion of lessons learned on the project, performance of any contractors used, and reasons for project delays or cost increases; and
 - (v) Identification of benefits generated by major information technology projects developed under RCW 43.105.245.

Copies of the report shall be distributed biennially to the governor and the legislature. The major technology section of the report must examine major information technology projects completed in the previous biennium.

RCW 43.105.265 WaTech – Enterprise-based IT strategy, architecture

(1) The office shall develop an enterprise-based strategy for information technology in state government informed by portfolio management planning and information technology expenditure information collected from state agencies pursuant to RCW [43.88.092](#).

(2)(a) The office shall develop an ongoing enterprise architecture program for translating business vision and strategy into effective enterprise change. This program will create, communicate, and improve the key principles and models that describe the enterprise's future state and enable its evolution, in keeping with the priorities of government and the information technology strategic plan.

(b) The enterprise architecture program will facilitate business process collaboration among agencies statewide; improving the reliability, interoperability, and sustainability of the business processes that state agencies use.

In developing an enterprise-based strategy for the state, the office is encouraged to consider the following strategies as possible opportunities for achieving greater efficiency:

- (i) Developing evaluation criteria for deciding which common enterprise-wide business processes should become managed as enterprise services;
- (ii) Developing a road map of priorities for creating enterprise services;
- (iii) Developing decision criteria for determining implementation criteria for centralized or decentralized enterprise services;
- (iv) Developing evaluation criteria for deciding which technology investments to continue, hold, or drop; and
- (v) Performing such other duties as may be needed to promote effective enterprise change.

(c) The office will establish performance measurement criteria for each of its initiatives; will measure the success of those initiatives; and will assess its quarterly results with the director to determine whether to continue, revise, or disband the initiative.

RCW 43.105.369 Office of privacy and data protection

(5) By December 1, 2016, and every four years thereafter, the office of privacy and data protection must prepare and submit to the legislature a report evaluating its performance. The office of privacy and data protection must establish performance measures in its 2016 report to the legislature and, in each report thereafter, demonstrate the extent to which performance results have been achieved. These performance measures must include, but are not limited to, the following:

(a) The number of state agencies and employees who have participated in the annual privacy training;

(b) A report on the extent of the office of privacy and data protection's coordination with international and national experts in the fields of data privacy, data protection, and access equity;

(c) A report on the implementation of data protection measures by state agencies attributable in whole or in part to the office of privacy and data protection's coordination of efforts; and

(d) A report on consumer education efforts, including but not limited to the number of consumers educated through public outreach efforts, as indicated by how frequently educational documents were accessed, the office of privacy and data protection's participation in outreach events, and inquiries received back from consumers via telephone or other media.

(6) Within one year of June 9, 2016, the office of privacy and data protection must submit to the joint legislative audit and review committee for review and comment the performance measures developed under subsection (5) of this section and a data collection plan.

(7) The office of privacy and data protection shall submit a report to the legislature on the: (a) Extent to which telecommunications providers in the state are deploying advanced telecommunications capability; and (b) existence of any inequality in access to advanced telecommunications infrastructure experienced by residents of tribal lands, rural areas, and economically distressed communities. The report may be submitted at a time within the discretion of the office of privacy and data protection, at least once every four years, and only to the extent the office of privacy and data protection is able to gather and present the information within existing resources.

RCW 43.160.900 Community economic revitalization board

(1) The community economic revitalization board shall conduct biennial outcome-based evaluations of the financial assistance provided under this chapter. The evaluations shall include the following:

(a) Information on the number of applications for community economic revitalization board assistance;

(b) The number and types of projects approved;

(c) The grant or loan amount awarded each project;

(d) The projected number of jobs created or retained by each project;

(e) The actual number and cost of jobs created or retained by each project;

(f) The wages and health benefits associated with the jobs;

(g) The amount of state funds and total capital invested in projects;

(h) The number and types of businesses assisted by funded projects;

- (i) The location of funded projects;
- (j) The transportation infrastructure available for completed projects;
- (k) The local match and local participation obtained;
- (l) The number of delinquent loans;
- (m) The number of project terminations; and
- (n) Certain information identifying the biennial total number, percentage, and dollar amount of projects' use of: Businesses certified by the office of minority and women's business enterprises under chapter [39.19](#) RCW and department of veterans affairs under chapter [43.60A](#) RCW, and businesses not yet certified with these organizations but that self-report as meeting the requirements of certification.

(2) The evaluations may also include additional performance measures and recommendations for programmatic changes.

(3) The evaluation must be presented to the governor and appropriate committees of the legislature by December 31st of each even-numbered year.

RCW [43.185C.010](#) Commerce – Homeless Housing Program

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

(20) "Performance measurement" means the process of comparing specific measures of success against ultimate and interim goals.

(26) "Washington homeless client management information system" means a database of information about homeless individuals in the state used to coordinate resources to assist homeless clients to obtain and retain housing and reach greater levels of self-sufficiency or economic independence when appropriate, depending upon their individual situations.

RCW [43.185C.040](#) Commerce – Homeless housing strategic plan

(1) The department shall, in consultation with the interagency council on homelessness, the affordable housing advisory board, and the state advisory council on homelessness, prepare and publish a five-year homeless housing strategic plan which must outline statewide goals and performance measures. The state homeless housing strategic plan must be submitted to the legislature by July 1, 2019, and every five years thereafter. The plan must include:

- (a) Performance measures and goals to reduce homelessness, including long-term and short-term goals;
- (b) An analysis of the services and programs being offered at the state and county level and an identification of those representing best practices and outcomes;
- (c) Recognition of services and programs targeted to certain homeless populations or geographic areas in recognition of the diverse needs across the state;

- (d) New or innovative funding, program, or service strategies to pursue;
- (e) An analysis of either current drivers of homelessness or improvements to housing security, or both, such as increases and reductions to employment opportunities, housing scarcity and affordability, health and behavioral health services, chemical dependency treatment, and incarceration rates; and
- (f) An implementation strategy outlining the roles and responsibilities at the state and local level and timelines to achieve a reduction in homelessness at the statewide level during periods of the five-year homeless housing strategic plan.

(2) The department must coordinate its efforts on the state homeless housing strategic plan with the office of homeless youth prevention and protection programs advisory committee under RCW [43.330.705](#). The state homeless housing strategic plan must not conflict with the strategies, planning, data collection, and performance and outcome measures developed under RCW [43.330.705](#) and [43.330.706](#) to reduce the state's homeless youth population.

(3) To guide local governments in preparation of local homeless housing plans due December 1, 2019, the department shall issue by December 1, 2018, guidelines consistent with this chapter and including the best available data on each community's homeless population. Program outcomes, performance measures, and goals must be created by the department in collaboration with local governments against which state and local governments' performance will be measured.

(4) The department shall develop a consistent statewide data gathering instrument to monitor the performance of cities and counties receiving grants in order to determine compliance with the terms and conditions set forth in the grant application or required by the department.

The department shall, in consultation with the interagency council on homelessness and the affordable housing advisory board, report biennially to the governor and the appropriate committees of the legislature an assessment of the state's performance in furthering the goals of the state five-year homeless housing strategic plan and the performance of each participating local government in creating and executing a local homeless housing plan which meets the requirements of this chapter. To increase the effectiveness of the report, the department must develop a process to ensure consistent presentation, analysis, and explanation in the report, including year-to-year comparisons, highlights of program successes and challenges, and information that supports recommended strategy or operational changes. The report may include performance measures such as:

- (a) The reduction in the number of homeless individuals and families from the initial count of homeless persons;
- (b) The reduction in the number of unaccompanied homeless youth. "Unaccompanied homeless youth" has the same meaning as in RCW [43.330.702](#);
- (c) The number of new units available and affordable for homeless families by housing type;
- (d) The number of homeless individuals identified who are not offered suitable housing within thirty days of their request or identification as homeless;

- (e) The number of households at risk of losing housing who maintain it due to a preventive intervention;
- (f) The transition time from homelessness to permanent housing;
- (g) The cost per person housed at each level of the housing continuum;
- (h) The ability to successfully collect data and report performance;
- (i) The extent of collaboration and coordination among public bodies, as well as community stakeholders, and the level of community support and participation;
- (j) The quality and safety of housing provided; and
- (k) The effectiveness of outreach to homeless persons, and their satisfaction with the program.

RCW 43.185C.050 Local homeless housing plans.

(1) Each local homeless housing task force shall prepare and recommend to its local government legislative authority a five-year homeless housing plan for its jurisdictional area, which shall be not inconsistent with the department's statewide guidelines issued by December 1, 2018, and thereafter the department's five-year homeless housing strategic plan, and which shall be aimed at eliminating homelessness. The local government may amend the proposed local plan and shall adopt a plan by December 1, 2019. Performance in meeting the goals of this local plan shall be assessed annually in terms of the performance measures published by the department. Local plans may include specific local performance measures adopted by the local government legislative authority, and may include recommendations for any state legislation needed to meet the state or local plan goals.

(2) Eligible activities under the local plans include:

- (g) Development and management of local homeless plans including homeless census data collection; identification of goals, performance measures, strategies, and costs and evaluation of progress towards established goals;

RCW 43.185C.185 Commerce - Eviction prevention rental assistance program

(1) The eviction prevention rental assistance program is created in the department to prevent evictions by providing resources to households most likely to become homeless or suffer severe health consequences, or both, after an eviction, while promoting equity by prioritizing households, including communities of color, disproportionately impacted by public health emergencies and by homelessness and housing instability. The department must provide grants to eligible organizations, as described in *RCW **43.185.060**, to provide assistance to program participants. The eligible organizations must use grant moneys for:

(5) The department must ensure equity by developing performance measures and benchmarks that promote both equitable program access and equitable program outcomes. Performance measures and benchmarks must be developed by the department in consultation with stakeholder groups, including persons at risk of homelessness due to unpaid rent, representatives of communities of color, homeless service providers, landlord representatives, local governments that administer

homelessness assistance, a statewide association representing cities, a statewide association representing counties, a representative of homeless youth and young adults, and affordable housing advocates. Performance measures and benchmarks must also ensure that the race and ethnicity of households served under the program are proportional to the numbers of people at risk of homelessness in each county for each of the following groups:

- (a) Black or African American;
- (b) American Indian and Alaska Native;
- (c) Native Hawaiian or other Pacific Islander;
- (d) Hispanic or Latinx;
- (e) Asian;
- (f) Other multiracial.

RCW [43.185C.210](#) Commerce - Transitional housing operating and rent program

(6) The department shall produce an annual transitional housing operating and rent program report that must be included in the department's homeless housing strategic plan as described in RCW [43.185C.040](#). The report must include performance measures to be determined by the department that address, at a minimum, the following issue areas:

- (a) The success of the program in helping program participants transition into permanent affordable housing and achieve self-sufficiency or increase their levels of self-sufficiency, which shall be defined by the department based upon the costs of living, including housing costs, needed to support: (i) One adult individual; and (ii) two adult individuals and one preschool-aged child and one school-aged child;
- (b) The financial performance of the program related to efficient program administration by the department and program operation by selected eligible organizations, including an analysis of the costs per program participant served;
- (c) The quality, completeness, and timeliness of the information on program participants provided to the Washington homeless client management information system database; and
- (d) The satisfaction of program participants in the assistance provided through the program.

RCW [43.216.015](#) DCYF & Oversight board

(5) The department is accountable to the public. To ensure transparency, beginning December 30, 2018, agency performance data for the services provided by the department, including outcome data for contracted services, must be available to the public, consistent with confidentiality laws, federal protections, and individual rights to privacy. Publicly available data must include budget and funding decisions, performance-based contracting data, including data for contracted services, and performance data on metrics identified in this section. The board must work with the secretary and director to develop the most effective and cost-efficient ways to make department

data available to the public, including making this data readily available on the department's website.

(7)(b) The office of the family and children's ombuds shall establish the board. The board is authorized for the purpose of monitoring and ensuring that the department achieves the stated outcomes of chapter 6, Laws of 2017 3rd sp. sess., and complies with administrative acts, relevant statutes, rules, and policies pertaining to early learning, juvenile rehabilitation, juvenile justice, and children and family services.

(10) The board has the following powers, which may be exercised by majority vote of the board:

(e) To request and receive information, outcome data, documents, materials, and records from the department relating to children and family welfare, juvenile rehabilitation, juvenile justice, and early learning;

(f) To determine whether the department is achieving the performance measures;

(11) The board has general oversight over the performance and policies of the department and shall provide advice and input to the department and the governor.

(12) The board must no less than twice per year convene stakeholder meetings to allow feedback to the board regarding contracting with the department, departmental use of local, state, private, and federal funds, and other matters as relating to carrying out the duties of the department.

(13) The board shall review existing surveys of providers, customers, parent groups, and external services to assess whether the department is effectively delivering services, and shall conduct additional surveys as needed to assess whether the department is effectively delivering services.

(19) The board shall issue an annual report to the governor and legislature by December 1st of each year with an initial report delivered by December 1, 2019. The report must review the department's progress towards meeting stated performance measures and desired performance outcomes, and must also include a review of the department's strategic plan, policies, and rules.

RCW 43.216.070 DCYF – early learning

Two years after the implementation of the department's early learning program, and every two years thereafter by July 1st, the department shall submit to the governor and the legislature a report measuring the effectiveness of its programs in improving early childhood education. The first report shall include program objectives and identified valid performance measures for evaluating progress toward achieving the objectives, as well as a plan for commissioning a longitudinal study comparing the kindergarten readiness of children participating in the department's programs with the readiness of other children, using nationally accepted testing and assessment methods. Such comparison shall include, but not be limited to, achievement as children of both groups progress through the K-12 system and identify year-to-year changes in achievement, if any, in later years of elementary, middle school, and high school education.

RCW 43.330.300 Commerce – fraud/identity theft crimes program

(2)(a) The department shall establish two regional financial fraud and identity theft crime task forces that include a central Puget Sound task force that includes King, Pierce, and Snohomish

counties, and a Spokane county task force. Each task force must be comprised of local law enforcement, county prosecutors, representatives of the office of the attorney general, financial institutions, and other state and local law enforcement.

(b) The department shall appoint: (i) Representatives of local law enforcement from a list provided by the Washington association of sheriffs and police chiefs; (ii) representatives of county prosecutors from a list provided by the Washington association of prosecuting attorneys; and (iii) representatives of financial institutions.

(c) Each task force shall:

(iv) Establish outcome-based performance measures; and

(v) Twice annually report to the department regarding the activities and performance of the task force.

RCW 43.330.375 Commerce, workforce training board – Evergreen jobs

(1) The department and the workforce board must:

(a) Coordinate efforts across the state to ensure that federal training and education funds are captured and deployed in a focused and effective manner in order to support green economy projects and accomplish the goals of the evergreen jobs initiative;

(h) Identify statewide performance metrics for projects receiving agency assistance. Such metrics may include:

(i) The number of new green jobs created each year, their wage levels, and, to the extent determinable, the percentage of new green jobs filled by veterans, members of the national guard, and low-income and disadvantaged populations;

(ii) The total amount of new federal funding secured, the respective amounts allocated to the state and local levels, and the timeliness of deployment of new funding by state agencies to the local level;

(iii) The timeliness of state deployment of funds and support to local organizations; and

(iv) If available, the completion rates, time to completion, and training-related placement rates for green economy postsecondary training programs;

...

(2) The department and the workforce board must provide semiannual performance reports to the governor and appropriate committees of the legislature on:

(a) Actual statewide performance based on the performance measures identified in subsection (1)(h) of this section;

(b) How the state is emphasizing and supporting projects that lead to a domestically or internationally exportable good or service, including renewable energy technology;

RCW 43.330.717 JLARC – Homeless youth study

The joint legislative audit and review committee shall conduct a review of state-funded programs that serve unaccompanied homeless youth under the age of eighteen, including dependent youth, to determine what performance measures exist, what statutory reporting requirements exist, and whether there is reliable data on ages of youth served, length of stay, and effectiveness of program exit and reentry. Where statutory reporting requirements do exist, the joint legislative audit and review committee shall review the programs' compliance with relevant statutory reporting requirements. The committee shall report on what services are provided to unaccompanied homeless youth including, but not limited to: Outreach and other nonshelter services, shelter services, and family reconciliation. The committee is also to report on the number of unaccompanied homeless youth statewide and by county and city and how this number is determined. The programs reviewed may include, but are not limited to, HOPE centers as described in RCW [43.185C.315](#) and crisis residential centers as described in RCW [43.185C.295](#).

RCW 43.362.070 Commerce – regional transfer of development rights

The department will develop quantitative and qualitative performance measures for monitoring the regional transfer of development rights program. The performance measures may address conservation of land and creation of compact communities, as well as other measures identified by the department. The department may require cities, towns, and counties to report on these performance measures biannually. The department shall compile any performance measure information that has been reported by the counties, cities, and towns and post it on a website.

RCW 43.371.020 HCA – all-payer healthcare claims database

(5) The lead organization is responsible for internal governance, management, funding, and operations of the database. At the direction of the authority, the lead organization shall work with the data vendor to:

- (a) Collect claims data from data suppliers as provided in RCW [43.371.030](#);
- (e) Report performance on cost and quality pursuant to RCW [43.371.060](#) using, but not limited to, the performance measures developed under RCW [41.05.690](#);

RCW 43.371.090 HCA – state agency coordinating structure

(2) The office must participate as a key part of the coordinating structure and evaluate progress towards meeting the goals of the database, and, as necessary, recommend strategies for maintaining and promoting the progress of the database in meeting the intent of this section, and report its findings biennially to the governor and the legislature. The authority shall facilitate the office obtaining the information needed to complete the report in a manner that is efficient and not overly burdensome for the parties. The authority must provide the office with access to database processes, procedures, nonproprietary methodologies, and outcomes to conduct the review and issue the biennial report. The biennial review shall assess, at a minimum the following:

- (a) The list of approved agency use case projects and related data requirements under RCW [43.371.050](#)(4);

- (b) Successful and unsuccessful data requests and outcomes related to agency and nonagency health researchers pursuant to RCW [43.371.050](#)(4);
- (c) Online data portal access and effectiveness related to research requests and data provider review and reconsideration;
- (d) Adequacy of data security and policy consistent with the policy of the office of the chief information officer; and
- (e) Timeliness, adequacy, and responsiveness of the database with regard to requests made under RCW [43.371.050](#)(4) and for potential improvements in data sharing, data processing, and communication.

(3) To promote the goal of improving health outcomes through better cost and quality information, the authority, in consultation with the agency coordinating structure, the office, lead organization, and data vendor shall make recommendations to the Washington state performance measurement coordinating committee as necessary to improve the effectiveness of the state common measure set as adopted under RCW [70.320.030](#).

RCW [44.28.071](#) JLARC – conduct of performance audits

- (1) In conducting performance audits and other reviews, the legislative auditor shall work closely with the chairs and staff of standing committees of the senate and house of representatives, and may work in consultation with the state auditor and the director of financial management.
- (2) The legislative auditor may contract with and consult with public and private independent professional and technical experts as necessary in conducting the performance audits. The legislative auditor should also involve frontline employees and internal auditors in the performance audit process to the highest possible degree.
- (3) The legislative auditor shall work with the legislative evaluation and accountability program committee and the office of financial management to develop information system capabilities necessary for the performance audit requirements of this chapter.
- (4) The legislative auditor shall work with the legislative office of performance review and the office of financial management to facilitate the implementation of effective performance measures throughout state government. In agencies and programs where effective systems for performance measurement exist, the measurements incorporated into those systems should be a basis for performance audits conducted under this chapter.

RCW [44.48.150](#) LEAP/OFM – state expenditure website

(1) By January 1, 2009, in collaboration with the office of financial management, using existing databases and structures currently shared, the office of the legislative evaluation and accountability program committee shall establish and make available to the public a searchable state expenditure information website. The state expenditure information website shall provide access to current budget data, access to current accounting data for budgeted expenditures and staff, and access to historical data. At a minimum, the website will provide access or links to the following information as data are available:

- (a) State expenditures by fund or account;
- (b) State expenditures by agency, program, and subprogram;
- (c) State revenues by major source;
- (d) State expenditures by object and subobject;
- (e) State agency workloads, caseloads, and performance measures, and recent performance audits;
- (f) State agency budget data by activity; and
- (g) The inventory of state agency fees required by RCW [43.88.585](#).

RCW [46.68.290](#) State Auditor – transportation performance audits

(3) For purposes of chapter 314, Laws of 2005:

(a) "Performance audit" means an objective and systematic assessment of a state agency or agencies or any of their programs, functions, or activities by the state auditor or designee in order to help improve agency efficiency, effectiveness, and accountability. Performance audits include economy and efficiency audits and program audits.

(4) Within the authorities and duties under chapter [43.09](#) RCW, the state auditor shall establish criteria and protocols for performance audits. Transportation-related agencies shall be audited using criteria that include generally accepted government auditing standards as well as legislative mandates and performance objectives established by state agencies. Mandates include, but are not limited to, agency strategies, timelines, program objectives, and mission and goals as required in RCW [43.88.090](#).

(5) Within the authorities and duties under chapter [43.09](#) RCW, the state auditor may conduct performance audits for transportation-related agencies. The state auditor shall contract with private firms to conduct the performance audits.

(6) The audits may include:

(g) Verification of the reliability and validity of transportation-related agency performance data, self-assessments, and performance measurement systems as required under RCW [43.88.090](#);

(j) Evaluation of planning, budgeting, and program evaluation policies and practices;

RCW [47.04.280](#) OFM/WSDOT – State Transportation Policy Goals

(1) It is the intent of the legislature to establish policy goals for the planning, operation, performance of, and investment in, the state's transportation system. Public investments in transportation should support achievement of these policy goals:

(a) Preservation: To maintain, preserve, and extend the life and utility of prior investments in transportation systems and services, including the state ferry system;

(b) Safety: To provide for and improve the safety and security of transportation customers and the transportation system;

(c) Stewardship: To continuously improve the quality, effectiveness, resilience, and efficiency of the transportation system;

(d) Mobility: To improve the predictable movement of goods and people throughout Washington state, including congestion relief and improved freight mobility;

(e) Economic vitality: To promote and develop transportation systems that stimulate, support, and enhance the movement of people and goods to ensure a prosperous economy; and

(f) Environment: To enhance Washington's quality of life through transportation investments that promote energy conservation, enhance healthy communities, and protect the environment.

(2) The powers, duties, and functions of state transportation agencies must be performed in a manner consistent with the policy goals set forth in subsection (1) of this section with preservation and safety being priorities.

(3) These policy goals are intended to be the basis for establishing detailed and measurable objectives and related performance measures.

(4) It is the intent of the legislature that the office of financial management, in consultation with the transportation commission, establish objectives and performance measures for the department and other state agencies with transportation-related responsibilities to ensure transportation system performance at local, regional, and state government levels progresses toward the attainment of the policy goals set forth in subsection (1) of this section. The office of financial management shall submit objectives and performance measures to the legislature for its review and shall provide copies of the same to the commission during each regular session of the legislature during an even-numbered year thereafter.

(5) A local or regional agency engaging in transportation planning may voluntarily establish objectives and performance measures to demonstrate progress toward the attainment of the policy goals set forth in subsection (1) of this section or any other transportation policy goals established by the local or regional agency. A local or regional agency engaging in transportation planning is encouraged to provide local and regional objectives and performance measures to be included with the objectives and performance measures submitted to the legislature pursuant to subsection (4) of this section.

(6) This section does not create a private right of action.

RCW 47.04.285 OFM/WSDOT – state transportation policy goals

By October 1, 2016, and by October 1st biennially thereafter, the office of financial management shall review and comment prior to the department of transportation submitting to the legislature and the governor a report on the progress toward the attainment by state transportation agencies of the state transportation policy goals and objectives prescribed by statute, appropriation, and governor directive. The report must, at a minimum, include the degree to which state transportation programs have progressed toward the attainment of the policy goals established under

RCW [47.04.280](#), as measured by the objectives and performance measures established under RCW [47.04.280](#).

RCW [47.56.880](#) WSDOT – I-405 toll lanes

(3) The department shall work with local jurisdictions to minimize and monitor impacts to local streets and, after consultation with local jurisdictions, recommend mitigation measures to the legislature in those locations where it is appropriate.

(4) The department shall monitor the express toll lanes and shall annually report to the transportation commission and the legislature on the impacts from the project on the following performance measures:

- (a) Whether the express toll lanes maintain speeds of forty-five miles per hour at least ninety percent of the time during peak periods, and any alternate metric determined by the department in conjunction with the federal highway administration;
- (b) Whether the average traffic speed changed in the general purpose lanes;
- (c) Whether transit ridership changed;
- (d) Whether the actual use of the express toll lanes is consistent with the projected use;
- (e) Whether the express toll lanes generated sufficient revenue to pay for all express toll lane-related operating costs; and
- (f) Whether travel times and volumes have increased or decreased on adjacent local streets and state highways.

RCW [47.64.350](#) WSDOT – Ferry System

For the purposes of this section and *sections 10 through 15 of this act:

- (1) "Management" means an employee at the Washington state ferries who is part of Washington management services or is exempt.
- (2) "Performance measure" means measurable standards to be used by the department to evaluate the sufficiency of the services being provided to ferry riders.
- (3) "Performance report" means a report that summarizes ferry system performance using the performance measures identified in RCW [47.64.355](#) and *section 11 of this act.
- (4) "Performance target" means the desired outcome of a performance measure.

RCW [47.64.355](#) Measures

Performance targets must be established by an ad hoc committee with members from and designated by the office of the governor, which must include at least one member from labor. The committee may not consist of more than eleven members. By December 31, 2011, the committee shall present performance targets to the representatives of the legislative transportation committees and the joint transportation committee for review of the performance measures listed

under this section. The committee may also develop performance measures in addition to the following:

- (1) Safety performance as measured by passenger injuries per one million passenger miles and by injuries per ten thousand revenue service hours that are recordable by standards of the federal occupational safety and health administration and related to standard operating procedures;
- (2) Service effectiveness measures including, but not limited to, passenger satisfaction of interactions with ferry employees, cleanliness and comfort of vessels and terminals, and satisfactory response to requests for assistance. Passenger satisfaction must be measured by an evaluation that is created by a contracted market research company and conducted by the Washington state transportation commission as part of the ferry riders' opinion group survey. The Washington state transportation commission shall, to the extent possible, integrate the passenger satisfaction evaluation into the ferry user data survey described in RCW [47.60.286](#);
- (3) Cost-containment measures including, but not limited to, operating cost per passenger mile, operating cost per revenue service mile, discretionary overtime as a percentage of straight time, and gallons of fuel consumed per revenue service mile; and
- (4) Maintenance and capital program effectiveness measures including, but not limited to: Project delivery rate as measured by the number of projects completed on time and within the omnibus transportation appropriations act; vessel and terminal design and engineering costs as measured by a percentage of the total capital program, including measurement of the ongoing operating and maintenance costs; and total vessel out-of-service time.

RCW [47.64.360](#) Reports

- (1) The department of transportation shall complete a government management and accountability performance report that provides a baseline assessment of current performance on the performance measures identified in RCW [47.64.355](#) using final 2009-2011 data. This report must be presented to the legislature by November 1, 2011, through the attainment report required in RCW [47.04.285](#) and [47.04.280](#).
- (2) By December 31, 2012, and each year thereafter, the department of transportation shall complete a performance report for the prior fiscal year. This report must be reviewed by the office of financial management, which must provide comment on the report, and the joint transportation committee, prior to submitting the report to the legislature and governor.
- (3) Management shall lead implementation of the performance measures in RCW [47.64.355](#).

RCW [47.80.023](#) Regional Planning Organizations

Each regional transportation planning organization shall have the following duties:

- (8) Review level of service methodologies used by cities and counties planning under chapter [36.70A](#) RCW to promote a consistent regional evaluation of transportation facilities and corridors.

(9) Work with cities, counties, transit agencies, the department of transportation, and others to develop level of service standards or alternative transportation performance measures.

(10) Submit to the agency council on coordinated transportation, as provided in *chapter [47.06B](#) RCW, beginning on July 1, 2007, and every four years thereafter, an updated plan that includes the elements identified by the council. Each regional transportation planning organization must submit to the council every two years a prioritized regional human service and transportation project list.

[RCW 50.12.370](#) Unemployment insurance claims—Online data dashboard—Quarterly reports, performance metrics.

The department must:

- (1) Maintain an online data dashboard;
- (2) Provide quarterly reports with performance metrics that include:
 - (a) Updates of unemployment rates;
 - (b) Total numbers of claims paid, amount compensated, claims denied, claims pending in adjudication, claims on which payment has been halted for review, pending appeals, appeals redetermined by the department, and appeals sent to the office of administrative hearings;
 - (c) Claims center phone statistics including call volume, hold times, abandoned calls, repeat calls, and all-circuits-busy messages for both claimants and employers;
 - (d) Ratio of staff phone agents to employers and ratio of staff phone agents to claimants;
 - (e) Number and dollar total of overpayments imposed and overpayment waiver approval rate; and
 - (f) The percentage of unemployed persons in the state receiving benefits (reciency rate).

[RCW 53.19.080](#) Ports and MRSC – contract guidelines

- (1) The municipal research [and] services center, in cooperation with the Washington public ports association, shall develop guidelines for the effective and efficient management of personal service contracts by all ports. The guidelines must, at a minimum, include:
 - (a) Accounting methods, systems, measures, and principles to be used by ports and consultants;
 - (b) Precontract procedures for selecting potential consultants based on their qualifications and ability to perform;
 - (c) Incorporation of performance measures and measurable benchmarks in contracts, and the use of performance audits;
 - (d) Uniform contract terms to ensure contract performance and compliance with port, state, and federal standards;

- (e) Proper payment and reimbursement methods to ensure that the port receives full value for taxpayer moneys, including cost settlements and cost allowance;
- (f) Postcontract procedures, including methods for recovering improperly spent or overspent moneys for disallowance and adjustment;
- (g) Adequate contract remedies and sanctions to ensure compliance;
- (h) Monitoring, fund tracking, risk assessment, and auditing procedures and requirements;
- (i) Financial reporting, record retention, and record access procedures and requirements;
- (j) Procedures and criteria for terminating contracts for cause or otherwise; and
- (k) Any other subject related to effective and efficient contract management.

RCW 59.30.030 Attorney General – dispute resolution program

- (1) The attorney general shall administer a manufactured/mobile home dispute resolution program.
- (3) The attorney general under the manufactured/mobile home dispute resolution program shall:
 - (f) Provide an annual report to the appropriate committees of the legislature on the data collected under this section, including program performance measures and recommendations regarding how the manufactured/mobile home dispute resolution program may be improved, by December 31st, beginning in 2007.

RCW 70.46.140 Community health advisory boards

- (1) A community health advisory board shall:
 - (a) Provide input to the local board of health in the recruitment and selection of an administrative officer, pursuant to RCW 70.05.045, and local health officer, pursuant to RCW 70.05.050;
 - (b) Use a health equity framework to conduct, assess, and identify the community health needs of the jurisdiction, and review and recommend public health policies and priorities for the local health jurisdiction and advisory board to address community health needs;
 - (c) Evaluate the impact of proposed public health policies and programs, and assure identified health needs and concerns are being met;
 - (d) Promote public participation in and identification of local public health needs;
 - (e) Provide community forums and hearings as assigned by the local board of health;
 - (f) Establish community task forces as assigned by the local board of health;
 - (g) Review and make recommendations to the local health jurisdiction and local board of health for an annual budget and fees; and
 - (h) Review and advise on local health jurisdiction progress in achieving performance measures and outcomes to ensure continuous quality improvement and accountability.

RCW 70.54.420 Accountable care organizations

(3) As used in this section, an "accountable care organization" is an entity that enables networks consisting of health care providers or a health care delivery system to become accountable for the overall costs and quality of care for the population they jointly serve and to share in the savings created by improving quality and slowing spending growth while relying on the following principles:

(c) Performance measurement:

(i) Measurement is essential to ensure that appropriate care is being delivered and that cost savings are not the result of limiting necessary care; and

(ii) Accountable care organizations must report patient experience data in addition to clinical process and outcome measures.

(4) The lead organization, subject to available resources, shall research other opportunities to establish accountable care organization pilot projects, which may become available through participation in a demonstration project in medicaid, payment reform in medicare, national health care reform, or other federal changes that support the development of accountable care organizations.

(6) The lead organization shall make a report to the health care committees of the legislature, by January 1, 2013, on the progress of the accountable care organization pilot projects, recommendations about further expansion, and needed changes to the statute to more broadly implement and oversee accountable care organizations in the state.

RCW 70.320.020 Service contracting entities

(1) The authority and the department shall base contract performance measures developed under RCW 70.320.030 on the following outcomes when contracting with service contracting entities: Improvements in client health status and wellness; increases in client participation in meaningful activities; reductions in client involvement with criminal justice systems; reductions in avoidable costs in hospitals, emergency rooms, crisis services, and jails and prisons; increases in stable housing in the community; improvements in client satisfaction with quality of life; and reductions in population-level health disparities.

(2) The performance measures must demonstrate the manner in which the following principles are achieved within each of the outcomes under subsection (1) of this section:

(a) Maximization of the use of evidence-based practices will be given priority over the use of research-based and promising practices, and research-based practices will be given priority over the use of promising practices. The agencies will develop strategies to identify programs that are effective with ethnically diverse clients and to consult with tribal governments, experts within ethnically diverse communities and community organizations that serve diverse communities;

(b) The maximization of the client's independence, recovery, and employment;

(c) The maximization of the client's participation in treatment decisions; and

(d) The collaboration between consumer-based support programs in providing services to the client.

(3) In developing performance measures under RCW [70.320.030](#), the authority and the department shall consider expected outcomes relevant to the general populations that each agency serves. The authority and the department may adapt the outcomes to account for the unique needs and characteristics of discrete subcategories of populations receiving services, including ethnically diverse communities.

(4) The authority and the department shall coordinate the establishment of the expected outcomes and the performance measures between each agency as well as each program to identify expected outcomes and performance measures that are common to the clients enrolled in multiple programs and to eliminate conflicting standards among the agencies and programs.

(5)(a) The authority and the department shall establish timelines and mechanisms for service contracting entities to report data related to performance measures and outcomes, including phased implementation of public reporting of outcome and performance measures in a form that allows for comparison of performance measures and levels of improvement between geographic regions of Washington.

(b) The authority and the department may not release any public reports of client outcomes unless the data has been deidentified and aggregated in such a way that the identity of individual clients cannot be determined through directly identifiable data or the combination of multiple data elements.

(6)(a) The performance measures coordinating committee must establish: (i) A performance measure to be integrated into the statewide common measure set which tracks effective integration practices of behavioral health services in primary care settings; (ii) performance measures which track rates of criminal justice system involvement among medical assistance clients with an identified behavioral health need including, but not limited to, rates of arrest and incarceration; and (iii) performance measures which track rates of homelessness and housing instability among medical assistance clients. The authority must set improvement targets related to these measures.

(b) The performance measures coordinating committee must report to the governor and appropriate committees of the legislature regarding the implementation of this subsection by July 1, 2022.

(c) For purposes of establishing performance measures as specified in (a)(ii) of this subsection, the performance measures coordinating committee shall convene a work group of stakeholders including the authority, medicaid managed care organizations, the department of corrections, and others with expertise in criminal justice and behavioral health. The work group shall review current performance measures that have been adopted in other states or nationally to inform this effort.

(d) For purposes of establishing performance measures as specified in (a)(iii) of this subsection, the performance measures coordinating committee shall convene a work group of stakeholders including the authority, medicaid managed care organizations, and

others with expertise in housing for low-income populations and with experience understanding the impacts of homelessness and housing instability on health. The work group shall review current performance measures that have been adopted in other states or nationally from organizations with experience in similar measures to inform this effort.

(7) The authority must report to the governor and appropriate committees of the legislature:

(a) By October 1, 2022, regarding options and recommendations for integrating value-based purchasing terms and a performance improvement project into managed health care contracts relating to the criminal justice outcomes specified under subsection (1) of this section;

(b) By July 1, 2024, regarding options and recommendations for integrating value-based purchasing terms and to integrate a collective performance improvement project into managed health care contracts related to increasing stable housing in the community outcomes specified under subsection (1) of this section. The authority shall review the performance measures and information from the work group established in subsection (6)(d) of this section.

RCW 70.320.050 Report to the legislature.

(1) By December 1, 2014, the department and the authority shall report jointly to the legislature on the expected outcomes and the performance measures. The report must identify the performance measures and the expected outcomes established for each program, the relationship between the performance measures and expected improvements in client outcomes, mechanisms for reporting outcomes and measuring performance, and options for applying the performance measures and expected outcomes development process to other health and social service programs.

(2) By December 1, 2016, and annually thereafter, the department and the authority shall report to the legislature on the incorporation of the performance measures into contracts with service coordination organizations and progress toward achieving the identified outcomes. The report shall include:

- (a) The number of medicaid clients enrolled over the previous year;
- (b) The number of enrollees who received a baseline health assessment over the previous year;
- (c) An analysis of trends in health improvement for medicaid enrollees in accordance with the measure set established under RCW [41.05.690](#); and
- (d) Recommendations for improving the health of medicaid enrollees.

RCW 70A.02.110 Dept. of Health – environmental justice council

(1) The environmental justice council is established to advise covered agencies on incorporating environmental justice into agency activities.

(6) In collaboration with the office of equity, the office of financial management, the council, and covered agencies, the department of health must:

- (a) Establish standards for the collection, analysis, and reporting of disaggregated data as it pertains to tracking population level outcomes of communities;

(b) Create statewide and agency-specific process and outcome measures to show performance:

(i) Using outcome-based methodology to determine the effectiveness of agency programs and services on reducing environmental disparities; and

(ii) Taking into consideration community feedback from the council on whether the performance measures established accurately measure the effectiveness of covered agency programs and services in the communities served; and

(c) Create an online performance dashboard to publish performance measures and outcomes as referenced in RCW [70A.02.090](#) for the state and each covered agency.

(8)(a) With input and assistance from the council, the department of health must establish an interagency work group to assist covered agencies in incorporating environmental justice into agency decision making. The work group must include staff from each covered agency directed to implement environmental justice provisions under this chapter and may include members from the council. The department of health shall provide assistance to the interagency work group by:

(b) The duties of the interagency work group include:

(iv) Identifying goals and metrics that the council may use to assess agency performance in meeting the requirements of chapter 314, Laws of 2021 for purposes of communicating progress to the public, the governor, and the legislature; and

(v) Developing the guidance under subsection (9)(c) of this section in coordination with the council.

(10) By November 30, 2023, and in compliance with RCW [43.01.036](#), the council must submit a report to the governor and the appropriate committees of the house of representatives and the senate on:

(a) The council's recommendations to covered agencies on the identification of significant agency actions requiring an environmental justice assessment under subsection (9)(c)(ii) of this section;

(b) The summary of covered agency progress reports provided to the council under RCW [70A.02.090](#)(1), including the status of agency plans for performing environmental justice assessments required by RCW [70A.02.060](#); and

(c) Guidance for environmental justice implementation into covered agency strategic plans, environmental justice assessments, budgeting and funding criteria, and community engagement plans under subsection (9)(c)(i) of this section.

[RCW 70A.15.4060](#) *Commute trip reduction board.*

(2) By March 1, 2007, the department of transportation shall establish rules for commute trip reduction plans and implementation procedures. The commute trip reduction board shall advise the department on the content of the rules. The rules are intended to ensure consistency in

commute trip reduction plans and goals among jurisdictions while fairly taking into account differences in employment and housing density, employer size, existing and anticipated levels of transit service, special employer circumstances, and other factors the board determines to be relevant. The rules shall include:

(a) Guidance criteria for growth and transportation efficiency centers;

(b) Data measurement methods and procedures for determining the efficacy of commute trip reduction activities and progress toward meeting commute trip reduction plan goals;

...

(m) Establishment of statewide program goals. The goals shall be designed to achieve substantial reductions in the proportion of single-occupant vehicle commute trips and the commute trip vehicle miles traveled per employee, at a level that is projected to improve the mobility of people and goods by increasing the efficiency of the state highway system.

(3) The board shall create a state commute trip reduction plan that shall be updated every four years as discussed in subsection (5) of this section. The state commute trip reduction plan shall include, but is not limited to: (a) Statewide commute trip reduction program goals that are designed to substantially improve the mobility of people and goods; (b) identification of strategies at the state and regional levels to achieve the goals and recommendations for how transportation demand management strategies can be targeted most effectively to support commute trip reduction program goals; (c) performance measures for assessing the cost-effectiveness of commute trip reduction strategies and the benefits for the state transportation system; and (d) a sustainable financial plan. The board shall review and approve regional commute trip reduction plans, and work collaboratively with regional transportation planning organizations in the establishment of the state commute trip reduction plan.

(4) The board shall work with affected jurisdictions, major employers, and other parties to develop and implement a public awareness campaign designed to increase the effectiveness of local commute trip reduction programs and support achievement of the objectives identified in this chapter.

(5) The board shall evaluate and update the commute trip reduction program plan and recommend changes to the rules every four years, with the first assessment report due July 1, 2011, to ensure that the latest data methodology used by the department of transportation is incorporated into the program and to determine which areas of the state should be affected by the program. The board shall review the definition of a major employer no later than December 1, 2009. The board shall regularly identify urban growth areas that are projected to be affected by chapter 329, Laws of 2006 in the next four-year period and may provide advance planning support to the potentially affected jurisdictions.

(6) The board shall review progress toward implementing commute trip reduction plans and programs and the costs and benefits of commute trip reduction plans and programs and shall make recommendations to the legislature and the governor by December 1, 2009, and every two years thereafter. In assessing the costs and benefits, the board shall consider the costs of not having implemented commute trip reduction plans and programs. The board shall examine other

transportation demand management programs nationally and incorporate its findings into its recommendations to the legislature. The recommendations shall address the need for continuation, modification, or termination or any or all requirements of this chapter.

RCW 70A.15.4100 WSDOT & all agencies – commute trip reduction

(1) The secretary of the department of transportation may coordinate an interagency board or other interested parties for the purpose of developing policies or guidelines that promote consistency among state agency commute trip reduction programs required by RCW [70A.15.4020](#) and [70A.15.4040](#) or developed under the joint comprehensive commute trip reduction plan described in this section...

(3) The department of transportation shall develop a joint comprehensive commute trip reduction plan for all state agencies, including institutions of higher education, located in the Olympia, Lacey, and Tumwater urban growth areas.

(c) The joint comprehensive commute trip reduction plan must include performance measures and reporting methods and requirements.

(5) Each state agency implementing a commute trip reduction plan shall report at least once per year to its agency director on the performance of the agency's commute trip reduction program as part of the agency's quality management, accountability, and performance system as defined by RCW [43.17.385](#). The reports shall assess the performance of the program, progress toward state goals established under RCW [70A.15.4060](#), and recommendations for improving the program.

(6) The department of transportation shall review the agency performance reports defined in subsection (5) of this section and submit a biennial report for state agencies subject to this chapter to the governor and incorporate the report in the commute trip reduction board report to the legislature as directed in RCW [70A.15.4060](#)(6). The report shall include, but is not limited to, an evaluation of the most recent measurement results, progress toward state goals established under RCW [70A.15.4060](#), and recommendations for improving the performance of state agency commute trip reduction programs. The information shall be reported in a form established by the commute trip reduction board.

RCW 71.24.016 Intent: management of services

(1) The legislature intends that eastern and western state hospitals shall operate as clinical centers for handling the most complicated long-term care needs of patients with a primary diagnosis of mental disorder. It is further the intent of the legislature that the community behavioral health service delivery system focus on maintaining individuals with mental illness in the community. The program shall be evaluated and managed through a limited number of outcome and performance measures, as provided in RCW [71.24.435](#), [70.320.020](#), and [71.36.025](#).

RCW 71.24.061 UW – children's mental health institute

(2) To the extent that funds are specifically appropriated for this purpose or that nonstate funds are available, a children's mental health evidence-based practice institute shall be established at the University of Washington department of psychiatry and behavioral sciences. The institute shall closely collaborate with entities currently engaged in evaluating and promoting the use of evidence-

based, research-based, promising, or consensus-based practices in children's mental health treatment, including but not limited to the University of Washington department of psychiatry and behavioral sciences, Seattle children's hospital, the University of Washington school of nursing, the University of Washington school of social work, and the Washington state institute for public policy. To ensure that funds appropriated are used to the greatest extent possible for their intended purpose, the University of Washington's indirect costs of administration shall not exceed ten percent of appropriated funding. The institute shall:

(c) Partner with youth, family members, family advocacy, and culturally competent provider organizations to develop a series of information sessions, literature, and online resources for families to become informed and engaged in evidence-based and research-based practices;

(d) Participate in the identification of outcome-based performance measures under RCW [71.36.025](#)(2) and partner in a statewide effort to implement statewide outcomes monitoring and quality improvement processes; and

(e) Serve as a statewide resource to the authority and other entities on child and adolescent evidence-based, research-based, promising, or consensus-based practices for children's mental health treatment, maintaining a working knowledge through ongoing review of academic and professional literature, and knowledge of other evidence-based practice implementation efforts in Washington and other states.

[RCW 71.24.064 HCA - Partnership access lines](#)

(3) The authority shall develop separate performance measures for the partnership access lines described in RCW [71.24.061](#)(3)(a), and the psychiatric consultation line described in RCW [71.24.062](#).

(4) The University of Washington department of psychiatry and behavioral sciences, in coordination with any hospital that it collaborates with to administer the programs, shall provide quarterly reports to the authority on the demographic data collected by each program, as described in RCW [71.24.063](#) (1) and (2), any performance measures specified by the authority, and systemic barriers to services, as determined and defined by the authority, the University of Washington, and Seattle children's hospital.

[RCW 71.24.380 HCA - Purchase of behavioral health services](#)

(7) As an incentive to county authorities to become early adopters of fully integrated purchasing of medical and behavioral health services, the standards adopted by the authority shall provide for an incentive payment to counties which elect to move to full integration by January 1, 2016. Subject to federal approval, the incentive payment shall be targeted at ten percent of savings realized by the state within the regional service area in which the fully integrated purchasing takes place. Savings shall be calculated in alignment with the outcome and performance measures established in RCW [71.24.435](#), [70.320.020](#), and [71.36.025](#), and incentive payments for early adopter counties shall be made available for up to a six-year period, or until full integration of medical and behavioral health services is accomplished statewide, whichever comes sooner, according to rules to be developed by the authority.

RCW 71.24.435 HCA – service delivery system outcomes

(1) The systems responsible for financing, administration, and delivery of publicly funded mental health and substance use disorder services to adults must be designed and administered to achieve improved outcomes for adult clients served by those systems through increased use and development of evidence-based, research-based, and promising practices, as defined in RCW [71.24.025](#). For purposes of this section, client outcomes include: Improved health status; increased participation in employment and education; reduced involvement with the criminal justice system; enhanced safety and access to treatment for forensic patients; reduction in avoidable utilization of and costs associated with hospital, emergency room, and crisis services; increased housing stability; improved quality of life, including measures of recovery and resilience; and decreased population level disparities in access to treatment and treatment outcomes.

(2) The authority must implement a strategy for the improvement of the behavioral health system.

RCW 71.36.025 HCA -Children's mental health system.

(1) It is the goal of the legislature that the children's mental health system in Washington state include the following elements:

- (a) A continuum of services from early identification, intervention, and prevention through crisis intervention and inpatient treatment, including peer support and parent mentoring services;
- (b) Equity in access to services for similarly situated children, including children with co-occurring disorders;
- (c) Developmentally appropriate, high quality, and culturally competent services available statewide;
- (d) Treatment of each child in the context of his or her family and other persons that are a source of support and stability in his or her life;
- (e) A sufficient supply of qualified and culturally competent children's mental health providers;
- (f) Use of developmentally appropriate evidence-based and research-based practices;
- (g) Integrated and flexible services to meet the needs of children who, due to mental illness or emotional or behavioral disturbance, are at risk of out-of-home placement or involved with multiple child-serving systems.

(2) The effectiveness of the children's mental health system shall be determined through the use of outcome-based performance measures. The health care authority and the evidence-based practice institute established in RCW [71.24.061](#), in consultation with parents, caregivers, youth, behavioral health administrative services organizations, managed care organizations contracted with the authority under chapter [74.09](#) RCW, mental health services providers, health plans, primary care providers, tribes, and others, shall develop outcome-based performance measures such as:

- (a) Decreased emergency room utilization;
- (b) Decreased psychiatric hospitalization;
- (c) Lessening of symptoms, as measured by commonly used assessment tools;

- (d) Decreased out-of-home placement, including residential, group, and foster care, and increased stability of such placements, when necessary;
- (e) Decreased runaways from home or residential placements;
- (f) Decreased rates of substance use disorder;
- (g) Decreased involvement with the juvenile justice system;
- (h) Improved school attendance and performance;
- (i) Reductions in school or child care suspensions or expulsions;
- (j) Reductions in use of prescribed medication where cognitive behavioral therapies are indicated;
- (k) Improved rates of high school graduation and employment; and
- (l) Decreased use of mental health services upon reaching adulthood for mental disorders other than those that require ongoing treatment to maintain stability.

Performance measure reporting for children's mental health services should be integrated into existing performance measurement and reporting systems developed and implemented under chapter [71.24 RCW](#).

[RCW 74.08A.505 WorkFirst poverty reduction oversight task force](#)

(4) The task force shall:

- (a) Oversee the partner agencies' operation of the WorkFirst program and temporary assistance for needy families program to ensure that the programs are achieving desired outcomes for their clients;
- (b) Determine evidence-based outcome measures for the WorkFirst program, including measures related to equitably serving the needs of historically underrepresented populations, such as English language learners, immigrants, refugees, and other diverse communities;
- (c) Develop accountability measures for WorkFirst recipients and the state agencies responsible for their progress toward self-sufficiency;
- (g) Recommend policy actions to the governor and the legislature to effectively reduce intergenerational poverty and promote and encourage self-sufficiency.

(5)(a) The task force shall direct the department of social and health services to develop a five-year plan to reduce intergenerational poverty and promote self-sufficiency, subject to oversight and approval by the task force. Upon approval by the task force, the department must submit the plan to the governor and the appropriate committees of the legislature by December 1, 2019.

(b) The task force shall review the five-year plan by December 1, 2024, and shall direct the department to update the plan as determined necessary by the task force.

(6) The partner agencies must provide the task force with regular reports on:

- (a) The partner agencies' progress toward meeting the outcome and performance measures established under this section;

(b) Caseload trends and program expenditures, and the impact of those trends and expenditures on client services, including services to historically underrepresented populations; and

(c) The characteristics of families who have been unsuccessful on the temporary assistance for needy families program and have lost their benefits either through sanction or the sixty-month time limit.

RCW [74.09.480](#) HCA – Children’s affordable health coverage

(1) The authority, in collaboration with the department of health, department of social and health services, health carriers, local public health jurisdictions, children’s health care providers including pediatricians, family practitioners, advanced registered nurse practitioners, certified nurse midwives, and pediatric subspecialists, community and migrant health centers, parents, and other purchasers, shall establish a concise set of explicit performance measures that can indicate whether children enrolled in the program are receiving health care through an established and effective medical home, and whether the overall health of enrolled children is improving. Such indicators may include, but are not limited to:

(a) Childhood immunization rates;

(b) Well child care utilization rates, including the use of behavioral and oral health screening, and validated, structured developmental screens using tools, that are consistent with nationally accepted pediatric guidelines and recommended administration schedule, once funding is specifically appropriated for this purpose;

(c) Care management for children with chronic illnesses;

(d) Emergency room utilization;

(e) Visual acuity and eye health;

(f) Preventive oral health service utilization; and

(g) Children’s mental health status. In defining these measures the authority shall be guided by the measures provided in RCW [71.36.025](#).

Performance measures and targets for each performance measure must be established and monitored each biennium, with a goal of achieving measurable, improved health outcomes for the children of Washington state each biennium.

(2) Beginning in calendar year 2009, targeted provider rate increases shall be linked to quality improvement measures established under this section. The authority, in conjunction with those groups identified in subsection (1) of this section, shall develop parameters for determining criteria for increased payment, alternative payment methodologies, or other incentives for those practices and health plans that incorporate evidence-based practice and achieve sustained improvement with respect to the measures.

(3) The department shall provide a report to the governor and the legislature related to provider performance on these measures, as well as the information collected under RCW [74.09.475](#),

beginning in September 2010 for 2007 through 2009 and the authority shall provide the report biennially thereafter.

RCW 74.09.890 HCA - Medicaid program

(1) The authority shall provide administrative oversight for all funds received under the medical assistance program, as codified in Title XIX of the federal social security act, the state children's health insurance program, as codified in Title XXI of the federal social security act, and any other federal medicaid funding to ensure that:

- (a) All funds are spent according to federal and state laws and regulations;
- (b) Delivery of services aligns with federal statutes and regulations;
- (c) Corrective action plans are put in place if expenditures or services do not align with federal requirements; and
- (d) Sound fiscal stewardship of medicaid funding in all agencies where medicaid funding is provided.

(2) The authority shall develop a strategic plan and performance measures for medicaid program integrity. The strategic plan must include stated strategic goals, agreed-upon objectives, performance measures, and a system to monitor progress and hold responsible parties accountable. In developing the strategic plan, the authority shall create a management information and reporting strategy with performance measures and management reports.

(3) The authority shall oversee the medicaid program resources of any state agency expending medicaid funding, including but not limited to:

- (a) Regularly reviewing delegated work;
- (b) Jointly reviewing required reports on terminated or sanctioned providers, compliance data, and application data;
- (c) Requiring assurances that operational functions have been implemented;
- (d) Reviewing audits performed on the sister state agency; and
- (e) Assisting with risk assessments, setting goals, and developing policies and procedures.

(4) The authority shall develop and maintain a single, statewide medicaid fraud and abuse prevention plan consistent with the national medicaid fraud and abuse initiative or current federal best practice as recognized by the centers for medicare and medicaid services.

RCW 80.28.425 UTC – gas and electric utilities

(7) The commission must, in approving a multiyear rate plan, determine a set of performance measures that will be used to assess a gas or electrical company operating under a multiyear rate plan. These performance measures may be based on proposals made by the gas or electrical company in its initial application, by any other party to the proceeding in its response to the company's filing, or in the testimony and evidence admitted in the proceeding. In developing performance measures, incentives, and penalty mechanisms, the commission may consider factors including, but not limited to, lowest reasonable cost planning, affordability, increases in energy burden, cost of service, customer satisfaction and engagement, service reliability, clean energy or renewable procurement, conservation acquisition, demand side management expansion, rate stability, timely execution of competitive procurement practices, attainment of state energy

and emissions reduction policies, rapid integration of renewable energy resources, and fair compensation of utility employees.

RCW 80.36.135 UTC – telecom companies

(3) A telecommunications company or companies subject to traditional rate of return, rate base regulation may petition the commission to establish an alternative form of regulation. The company or companies shall submit with the petition a plan for an alternative form of regulation. The plan shall contain a proposal for transition to the alternative form of regulation and the proposed duration of the plan. The plan must also contain a proposal for ensuring adequate carrier-to-carrier service quality, including service quality standards or performance measures for interconnection, and appropriate enforcement or remedial provisions in the event the company fails to meet service quality standards or performance measures. The commission also may initiate consideration of alternative forms of regulation for a company or companies on its own motion. The commission, after notice and hearing, shall issue an order accepting, modifying, or rejecting the plan within nine months after the petition or motion is filed, unless extended by the commission for good cause. The commission shall order implementation of the alternative plan of regulation unless it finds that, on balance, an alternative plan as proposed or modified fails to meet the considerations stated in subsection (2) of this section.

Appendix B: Washington statutes requiring performance-based contract and grant management

RCW 28B.50.272 College Board - Opportunity grant program

(4) The college board shall be accountable for student retention and completion of opportunity grant-eligible programs of study. It shall set annual performance measures and targets and monitor the performance at all qualified institutions of higher education. The college board must reduce funding at institutions of higher education that do not meet targets for two consecutive years, based on criteria developed by the college board.

RCW 39.26.180 Department of Enterprise Services - Contracts

(1) The department must adopt uniform policies and procedures for the effective and efficient management of contracts by all state agencies. The policies and procedures must, at a minimum, include:

- (a) Precontract procedures for selecting potential contractors based on their qualifications and ability to perform...
- (d) Incorporation of performance measures and measurable benchmarks in contracts;
- (e) Model contract terms to ensure contract performance and compliance with state and federal standards, including terms to facilitate recovery of the costs of employee staff time

that must be expended to bring a contract into substantial compliance, and terms required under RCW [41.06.142](#);

(i) Procedures and criteria for terminating contracts for cause or otherwise, including procedures and criteria for terminating performance-based contracts that are not achieving performance standards;

(j) A requirement that agencies, departments, and institutions of higher education monitor performance-based contracts, including contracts awarded pursuant to RCW [41.06.142](#), to ensure that all aspects of the contract are being properly performed and that performance standards are being achieved; and

(k) Any other subject related to effective and efficient contract management.

(2) An agency may not enter into a contract under which the contractor could charge additional costs to the agency, the department, the joint legislative audit and review committee, or the state auditor for access to data generated under the contract. A contractor under such a contract must provide access to data generated under the contract to the contracting agency, the joint legislative audit and review committee, and the state auditor.

(3) To the extent practicable, agencies should enter into performance-based contracts. Performance-based contracts identify expected deliverables and performance measures or outcomes. Performance-based contracts also use appropriate techniques, which may include but are not limited to, either consequences or incentives or both to ensure that agreed upon value to the state is received. Payment for goods and services under performance-based contracts should be contingent on the contractor achieving performance outcomes.

(4) An agency and contractor may execute a contract using electronic signatures.

(5) As used in subsection (2) of this section, "data" includes all information that supports the findings, conclusions, and recommendations of the contractor's reports, including computer models and the methodology for those models.

RCW [41.05.021](#) Healthcare Authority

(1) The Washington state health care authority is created within the executive branch. The authority shall have a director appointed by the governor, with the consent of the senate. The director shall serve at the pleasure of the governor. The director may employ a deputy director, and such assistant directors and special assistants as may be needed to administer the authority, who shall be exempt from chapter [41.06](#) RCW, and any additional staff members as are necessary to administer this chapter...

(b) To analyze state purchased health care programs and to explore options for cost containment and delivery alternatives for those programs that are consistent with the purposes of those programs, including, but not limited to:

(vi) In collaboration with other state agencies that administer state purchased health care programs, private health care purchasers, health care facilities, providers, and carriers:

(A) Use evidence-based medicine principles to develop common performance measures and implement financial incentives in contracts with insuring entities, health care facilities, and providers that:

(I) Reward improvements in health outcomes for individuals with chronic diseases, increased utilization of appropriate preventive health services, and reductions in medical errors; and

(II) Increase, through appropriate incentives to insuring entities, health care facilities, and providers, the adoption and use of information technology that contributes to improved health outcomes, better coordination of care, and decreased medical errors;

RCW 41.05.075 Healthcare Authority – Employee Benefit Plans

(6) All claims data shall be the property of the state. The director may require of any insuring entity that submits a bid to contract for coverage all information deemed necessary including:

(b) Subscriber or member demographic and claims data necessary to implement performance measures or financial incentives related to performance under subsection (8) of this section.

(8) The director shall, in collaboration with other state agencies that administer state purchased health care programs, private health care purchasers, health care facilities, providers, and carriers:

(a) Use evidence-based medicine principles to develop common performance measures and implement financial incentives in contracts with insuring entities, health care facilities, and providers that:

(i) Reward improvements in health outcomes for individuals with chronic diseases, increased utilization of appropriate preventive health services, and reductions in medical errors; and

(ii) Increase, through appropriate incentives to insuring entities, health care facilities, and providers, the adoption and use of information technology that contributes to improved health outcomes, better coordination of care, and decreased medical errors;

RCW 41.05.650-660 Healthcare Authority - Community health care collaborative grant program

(3) The health care authority shall provide administrative support for the program. Administrative support activities may include health care authority facilitation of statewide discussions regarding best practices and standardized performance measures among grantees, or subcontracting for such discussions.

(4) Eligibility for community health care collaborative grants shall be limited to nonprofit organizations...At a minimum, each application shall: (a) Identify the geographic region served by the organization; (b) show how the structure and operation of the organization reflects the interests of, and is accountable to, this region and members providing care within this region; (c) indicate the size of the grant being requested, and how the money will be spent; and (d) include sufficient

information for an evaluation of the application based on the criteria established in RCW [41.05.660](#).

RCW 41.05.660 Award and disbursement of grants.

(3) Grants shall be disbursed over a two-year cycle, provided the grant recipient consistently provides timely reports that demonstrate the program is satisfactorily meeting the purposes of the grant and the objectives identified in the organization's application. The requirements for the performance reports shall be determined by the health care authority director. The performance measures shall be aligned with the community health care collaborative grant program goals and, where possible, shall be consistent with statewide policy trends and outcome measures required by other public and private grant funders.

RCW 41.05.690 Healthcare Authority and performance measures committee

(1) There is created a performance measures committee, the purpose of which is to identify and recommend standard statewide measures of health performance to inform public and private health care purchasers and to propose benchmarks to track costs and improvements in health outcomes.

(2) Members of the committee must include representation from state agencies, small and large employers, health plans, patient groups, federally recognized tribes, consumers, academic experts on health care measurement, hospitals, physicians, and other providers. The governor shall appoint the members of the committee, except that a statewide association representing hospitals may appoint a member representing hospitals, and a statewide association representing physicians may appoint a member representing physicians. The governor shall ensure that members represent diverse geographic locations and both rural and urban communities. The chief executive officer of the lead organization must also serve on the committee. The committee must be chaired by the director of the authority.

(3) The committee shall develop a transparent process for selecting performance measures, and the process must include opportunities for public comment.

(4) By January 1, 2015, the committee shall submit the performance measures to the authority. The measures must include dimensions of:

- (a) Prevention and screening;
- (b) Effective management of chronic conditions;
- (c) Key health outcomes;
- (d) Care coordination and patient safety; and
- (e) Use of the lowest cost, highest quality care for preventive care and acute and chronic conditions.

(5) The committee shall develop a measure set that:

- (a) Is of manageable size;
- (b) Is based on readily available claims and clinical data;
- (c) Gives preference to nationally reported measures and, where nationally reported measures may not be appropriate, measures used by state agencies that purchase health care or commercial health plans;

(d) Focuses on the overall performance of the system, including outcomes and total cost;
(e) Is aligned with the governor's performance management system measures and common measure requirements specific to medicaid delivery systems under

RCW [70.320.020](#) and [71.24.435](#);

(f) Considers the needs of different stakeholders and the populations served; and

(g) Is usable by multiple payers, providers, hospitals, purchasers, public health, and communities as part of health improvement, care improvement, provider payment systems, benefit design, and administrative simplification for providers and hospitals.

(6) State agencies shall use the measure set developed under this section to inform and set benchmarks for purchasing decisions.

(7) The committee shall establish a public process to periodically evaluate the measure set and make additions or changes to the measure set as needed.

RCW 43.41.270 Office of Financial Management - Natural resource-related and environmentally based grant and loan programs

(1) The office of financial management shall assist natural resource-related agencies in developing outcome-focused performance measures for administering natural resource-related and environmentally based grant and loan programs. These performance measures are to be used in determining grant eligibility, for program management and performance assessment.

(2) The office of financial management and the recreation and conservation office shall assist natural resource-related agencies in developing recommendations for a monitoring program to measure outcome-focused performance measures required by this section. The recommendations must be consistent with the framework and coordinated monitoring strategy developed by the monitoring oversight committee established in *RCW [77.85.210](#).

(3) Natural resource agencies shall consult with grant or loan recipients including local governments, tribes, nongovernmental organizations, and other interested parties, and report to the office of financial management on the implementation of this section.

(4) For purposes of this section, "natural resource-related agencies" include the department of ecology, the department of natural resources, the department of fish and wildlife, the state conservation commission, the recreation and conservation funding board, the salmon recovery funding board, and the public works board within the department of commerce.

(5) For purposes of this section, "natural resource-related environmentally based grant and loan programs" includes the conservation reserve enhancement program; dairy nutrient management grants under chapter [90.64](#) RCW; state conservation commission water quality grants under chapter [89.08](#) RCW; coordinated prevention grants, public participation grants, and remedial action grants under RCW [70A.305.190](#); water pollution control facilities financing under chapter [70A.135](#) RCW; aquatic lands enhancement grants under RCW [79.105.150](#); habitat grants under the Washington wildlife and recreation program under RCW [79A.15.040](#); salmon recovery grants under chapter [77.85](#) RCW; and the public works trust fund program under chapter [43.155](#) RCW. The term also includes programs administered by the department of fish and

wildlife related to protection or recovery of fish stocks which are funded with moneys from the capital budget.

RCW 89.08.520- Conservation Commission – water quality and habitat programs

(1) In administering grant programs to improve water quality and protect habitat, the commission shall:

(a) Require grant recipients to incorporate the environmental benefits of the project into their grant applications;

(b) In its grant prioritization and selection process, consider:

(i) The statement of environmental benefits;

(ii) Whether, except as conditioned by RCW [89.08.580](#), the applicant is a Puget Sound partner, as defined in RCW [90.71.010](#), and except as otherwise provided in RCW [89.08.590](#), and effective one calendar year following the development and statewide availability of urban forestry management plans and ordinances under RCW [76.15.090](#), whether the applicant is an entity that has been recognized, and what gradation of recognition was received, in the evergreen community designation program created in RCW [76.15.090](#); and

(iii) Whether the project is referenced in the action agenda developed by the Puget Sound partnership under RCW [90.71.310](#); and

(c) Not provide funding, after January 1, 2010, for projects designed to address the restoration of Puget Sound that are in conflict with the action agenda developed by the Puget Sound partnership under RCW [90.71.310](#).

(2)(a) The commission shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the grant program.

(b) The commission shall work with the districts to develop uniform performance measures across participating districts and, to the extent possible, the commission should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#). The commission shall consult with affected interest groups in implementing this section.

RCW 79A.15.065 RCO/RCFB – Habitat conservation account

In providing grants through the habitat conservation account, the board shall require grant applicants to incorporate the environmental benefits of the project into their grant applications, and the board shall utilize the statement of environmental benefits in the grant application and review process. The board shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the grant program. To the extent possible, the board should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#). The board shall consult with affected interest groups in implementing this section.

RCW 79.105.150 RCO/RCFB – Aquatic lands

(2) In providing grants for aquatic lands enhancement projects, the recreation and conservation funding board shall:

- (a) Require grant recipients to incorporate the environmental benefits of the project into their grant applications;
- (b) Utilize the statement of environmental benefits, consideration, except as provided in RCW [79.105.610](#), of whether the applicant is a Puget Sound partner, as defined in RCW [90.71.010](#), whether a project is referenced in the action agenda developed by the Puget Sound partnership under RCW [90.71.310](#), and except as otherwise provided in RCW [79.105.630](#), and effective one calendar year following the development and statewide availability of urban forestry management plans and ordinances under RCW [76.15.090](#), whether the applicant is an entity that has been recognized, and what gradation of recognition was received, in the evergreen community designation program created in RCW [76.15.090](#) in its prioritization and selection process; and
- (c) Develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the grants.

(3) To the extent possible, the department should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#).

(4) The department shall consult with affected interest groups in implementing this section.

(5) Any project designed to address the restoration of Puget Sound may be funded under this chapter only if the project is not in conflict with the action agenda developed by the Puget Sound partnership under RCW [90.71.310](#).

RCW 90.71.370 Report to the governor and legislature—State of the Sound report—Review of programs.

(3) By November 1st of each odd-numbered year beginning in 2009, the council must produce a state of the Sound report that includes, at a minimum:

- (a) An assessment of progress by state and nonstate entities in implementing the action agenda, including accomplishments in the use of state funds for action agenda implementation;
- (b) A description of actions by implementing entities that are inconsistent with the action agenda and steps taken to remedy the inconsistency;
- (c) The comments by the panel on progress in implementing the plan, as well as findings arising from the assessment and monitoring program;
- (d) A review of citizen concerns provided to the partnership and the disposition of those concerns;

(e) A review of the expenditures of funds to state agencies for the implementation of programs affecting the protection and recovery of Puget Sound, and an assessment of whether the use of the funds is consistent with the action agenda; and

(f) An identification of all funds provided to the partnership, and recommendations as to how future state expenditures for all entities, including the partnership, could better match the priorities of the action agenda.

(4)(a) The council must review state programs that fund facilities and activities that may contribute to action agenda implementation. By November 1, 2009, the council must provide initial recommendations regarding program changes to the governor and appropriate fiscal and policy committees of the senate and house of representatives. By November 1, 2010, the council must provide final recommendations regarding program changes, including proposed legislation to implement the recommendation, to the governor and appropriate fiscal and policy committees of the senate and house of representatives.

(c) The council's review must include but not be limited to:

(i) Determining the level of funding and types of projects and activities funded through the programs that contribute to implementation of the action agenda;

(ii) Evaluating the procedures and criteria in each program for determining which projects and activities to fund, and their relationship to the goals and priorities of the action agenda;

(iii) Assessing methods for ensuring that the goals and priorities of the action agenda are given priority when program funding decisions are made regarding water quality-related projects and activities in the Puget Sound basin and habitat-related projects and activities in the Puget Sound basin;

(iv) Modifying funding criteria so that projects, programs, and activities that are inconsistent with the action agenda are ineligible for funding;

(v) Assessing ways to incorporate a strategic funding approach for the action agenda within the outcome-focused performance measures required by RCW 43.41.270 in administering natural resource-related and environmentally based grant and loan programs.

RCW 77.04.170 WDFW – Fish stock protection and recovery programs

In administering programs funded with moneys from the capital budget related to protection or recovery of fish stocks, the department shall incorporate the environmental benefits of a project into its prioritization and selection process. The department shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the program. To the extent possible, the department should coordinate its performance measure system with other natural resource-related agencies as defined in RCW 43.41.270. The department shall consult with affected interest groups in implementing this section.

RCW 77.85.135 Salmon Recovery Funding Board – Habitat projects

In providing funding for habitat projects, the salmon recovery funding board shall require recipients to incorporate the environmental benefits of the project into their grant applications, and the board shall utilize the statement of environmental benefits in its prioritization and selection process. The board shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the grant program. To the extent possible, the board should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#). The board shall consult with affected interest groups in implementing this section.

RCW 70A.135.090 Ecology – Water pollution control facilities

In providing grants and loans to local governments, the department shall require recipients to incorporate the environmental benefits of the project into their applications, and the department shall utilize the statement of environmental benefits in its grant and loan prioritization and selection process. The department shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the grant and loan program. To the extent possible, the department should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#). The department shall consult with affected interest groups in implementing this section.

RCW 70A.305.100 Ecology – Model Toxics Control Act local grants

In providing grants to local governments, the department shall require grant recipients to incorporate the environmental benefits of the project into their grant applications, and the department shall utilize the statement of environmental benefit[s] in its prioritization and selection process. The department shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the grant program. To the extent possible, the department should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#). The department shall consult with affected interest groups in implementing this section.

RCW 43.155.075 Public Works Board

In providing loans and grants for public works projects, the board shall require recipients to incorporate the environmental benefits of the project into their applications, and the board shall utilize the statement of environmental benefits in its prioritization and selection process, when applicable. For projects funded under this chapter, the board may require a local government to have sustainable asset management best practices in place; provide a long-term financial plan to demonstrate a sound maintenance program; have a long-term financial plan for loan repayments in place; and undergo value planning at the predesign project stage, where the greatest productivity gains and cost savings can be found. The board shall also develop appropriate outcome-focused performance measures to be used both for management and performance assessment of the loan and grant program. To the extent possible, the department should coordinate its performance measure system with other natural resource-related agencies as defined in RCW [43.41.270](#). The board shall consult with affected interest groups in implementing this section.

RCW 90.71.340 Puget Sound Partnership

(1) The legislature intends that fiscal incentives and disincentives be used as accountability measures designed to achieve consistency with the action agenda by:

- (a) Ensuring that projects and activities in conflict with the action agenda are not funded;
- (b) Aligning environmental investments with strategic priorities of the action agenda; and
- (c) Using state grant and loan programs to encourage consistency with the action agenda.

(2) The council shall adopt measures to ensure that funds appropriated for implementation of the action agenda and identified by proviso or specifically referenced in the omnibus appropriations act pursuant to RCW [43.88.030\(1\)\(g\)](#) are expended in a manner that will achieve the intended results. In developing such performance measures, the council shall establish criteria for the expenditure of the funds consistent with the responsibilities and timelines under the action agenda, and require reporting and tracking of funds expended. The council may adopt other measures, such as requiring interagency agreements regarding the expenditure of provided or specifically referenced Puget Sound funds.

(3) The partnership shall work with other state agencies providing grant and loan funds or other financial assistance for projects and activities that impact the health of the Puget Sound ecosystem under chapters [43.155](#), 70A.305, 70A.135, 77.85, 79.105, 79A.15, 89.08, and [90.50A](#) RCW to, within the authorities of the programs, develop consistent funding criteria that prohibits funding projects and activities that are in conflict with the action agenda.

(4) The partnership shall develop a process and criteria by which entities that consistently achieve outstanding progress in implementing the action agenda are designated as Puget Sound partners. State agencies shall work with the partnership to revise their grant, loan, or other financial assistance allocation criteria to create a preference for entities designated as Puget Sound partners for funds allocated to the Puget Sound basin, pursuant to RCW [43.155.070](#), [70A.305.180](#), [70A.305.190](#), [70A.305.200](#), [70A.135.070](#), [77.85.130](#), [79.105.150](#), [79A.15.040](#), [89.08.520](#), and [90.50A.040](#). This process shall be developed on a timeline that takes into consideration state grant and loan funding cycles.

(5) Any entity that receives state funds to implement actions required in the action agenda shall report biennially to the council on progress in completing the action and whether expected results have been achieved within the time frames specified in the action agenda.

RCW 43.216.015 DCYF & Oversight board

(5) The department is accountable to the public. To ensure transparency, beginning December 30, 2018, agency performance data for the services provided by the department, including outcome data for contracted services, must be available to the public, consistent with confidentiality laws, federal protections, and individual rights to privacy. Publicly available data must include budget and funding decisions, performance-based contracting data, including data for contracted services, and performance data on metrics identified in this section. The board must work with the secretary and director to develop the most effective and cost-efficient ways to make department

data available to the public, including making this data readily available on the department's website.

(6) The department shall ensure that all new and renewed contracts for services are performance-based.

(7) The department must execute all new and renewed contracts for services in accordance with this section and consistent with RCW [74.13B.020](#). When contracted services are managed through a network administrator or other third party, the department must execute data-sharing agreements with the entities managing the contracts to track provider performance measures. Contracts with network administrators or other third parties must provide the contract administrator the ability to shift resources from one provider to another, to evaluate individual provider performance, to add or delete services in consultation with the department, and to reinvest savings from increased efficiencies into new or improved services in their catchment area. Whenever possible, contractor performance data must be made available to the public, consistent with confidentiality laws and individual rights to privacy.

(b) The office of the family and children's ombuds shall establish the board. The board is authorized for the purpose of monitoring and ensuring that the department achieves the stated outcomes of chapter 6, Laws of 2017 3rd sp. sess., and complies with administrative acts, relevant statutes, rules, and policies pertaining to early learning, juvenile rehabilitation, juvenile justice, and children and family services.

(10) The board has the following powers, which may be exercised by majority vote of the board:

(g) If final review is requested by a licensee, to review whether department licensors appropriately and consistently applied agency rules in inspection reports that do not involve a violation of health and safety standards as defined in RCW [43.216.395](#) in cases that have already been reviewed by the internal review process described in RCW [43.216.395](#) with the authority to overturn, change, or uphold such decisions;

(h) To conduct annual reviews of a sample of department contracts for services from a variety of program and service areas to ensure that those contracts are performance-based and to assess the measures included in each contract; and

(20) The definitions in this subsection apply throughout this section unless the context clearly requires otherwise.

(c) "Performance-based contract" means results-oriented contracting that focuses on the quality or outcomes that tie at least a portion of the contractor's payment, contract extensions, or contract renewals to the achievement of specific measurable performance standards and requirements.

RCW [43.330.082](#) Commerce – associate development orgs.

(1)(a) Contracting associate development organizations must provide the department with measures of their performance and a summary of best practices shared and implemented by the contracting organizations. Annual reports must include the following information to show the contracting organization's impact on employment and overall changes in employment: Current

employment and economic information for the community or regional area produced by the employment security department; the net change from the previous year's employment and economic information using data produced by the employment security department; other relevant information on the community or regional area; the amount of funds received by the contracting organization through its contract with the department; the amount of funds received by the contracting organization through all sources; and the contracting organization's impact on employment through all funding sources. Annual reports may include the impact of the contracting organization on wages, exports, tax revenue, small business creation, foreign direct investment, business relocations, expansions, terminations, and capital investment. Data must be input into a common web-based business information system managed by the department. Specific measures, data standards, and data definitions must be developed in the contracting process between the department and the contracting organization every two years. Except as provided in (b) of this subsection, performance measures should be consistent across regions to allow for statewide evaluation.

(b) In addition to the measures required in (a) of this subsection, contracting associate development organizations in counties with a population greater than one million five hundred thousand persons must include the following measures in reports to the department:

(i) The number of small businesses that received retention and expansion services, and the outcome of those services;

(ii) The number of businesses located outside of the boundaries of the largest city within the contracting associate development organization's region that received recruitment, retention, and expansion services, and the outcome of those services.

(2)(a) The department and contracting associate development organizations must agree upon specific target levels for the performance measures in subsection (1) of this section. Comparison of agreed thresholds and actual performance must occur annually.

(b) Contracting organizations that fail to achieve the agreed performance targets in more than one-half of the agreed measures must develop remediation plans to address performance gaps. The remediation plans must include revised performance thresholds specifically chosen to provide evidence of progress in making the identified service changes.

(c) Contracts and state funding must be terminated for one year for organizations that fail to achieve the agreed upon progress toward improved performance defined under (b) of this subsection. During the year in which termination for nonperformance is in effect, organizations must review alternative delivery strategies to include reorganization of the contracting organization, merging of previous efforts with existing regional partners, and other specific steps toward improved performance. At the end of the period of termination, the department may contract with the associate development organization or its successor as it deems appropriate.

(3) The department must submit a final report to the legislature by December 31st of each even-numbered year on the performance results of the contracts with associate development organizations.

RCW 70.320.010 Definitions.

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

(1) "Authority" means the health care authority.

(2) "Department" means the department of social and health services.

(3) "Emerging best practice" or "promising practice" means a program or practice that, based on statistical analyses or a well-established theory of change, shows potential for meeting the evidence-based or research-based criteria, which may include the use of a program that is evidence-based for outcomes other than those listed in this section.

(4) "Evidence-based" means a program or practice that has been tested in heterogeneous or intended populations with multiple randomized, or statistically controlled evaluations, or both; or one large multiple site randomized, or statistically controlled evaluation, or both, where the weight of the evidence from a systemic review demonstrates sustained improvements in at least one outcome. "Evidence-based" also means a program or practice that can be implemented with a set of procedures to allow successful replication in Washington and, when possible, is determined to be cost-beneficial.

(5) "Research-based" means a program or practice that has been tested with a single randomized, or statistically controlled evaluation, or both, demonstrating sustained desirable outcomes; or where the weight of the evidence from a systemic review supports sustained outcomes as described in this subsection but does not meet the full criteria for evidence-based.

(6) "Service coordination organization" or "service contracting entity" means the authority and department, or an entity that may contract with the state to provide, directly or through subcontracts, a comprehensive delivery system of medical, behavioral, long-term care, or social support services, including entities such as managed care organizations that provide medical services to clients under chapter [74.09](#) RCW and RCW [71.24.380](#), and area agencies on aging providing case management services under chapter [74.39A](#) RCW.

RCW 70.320.020 Service contracting entities

(1) The authority and the department shall base contract performance measures developed under RCW [70.320.030](#) on the following outcomes when contracting with service contracting entities: Improvements in client health status and wellness; increases in client participation in meaningful activities; reductions in client involvement with criminal justice systems; reductions in avoidable costs in hospitals, emergency rooms, crisis services, and jails and prisons; increases in stable housing in the community; improvements in client satisfaction with quality of life; and reductions in population-level health disparities.

(2) The performance measures must demonstrate the manner in which the following principles are achieved within each of the outcomes under subsection (1) of this section:

- (a) Maximization of the use of evidence-based practices will be given priority over the use of research-based and promising practices, and research-based practices will be given priority over the use of promising practices. The agencies will develop strategies to identify programs that are effective with ethnically diverse clients and to consult with tribal governments, experts within ethnically diverse communities and community organizations that serve diverse communities;
- (b) The maximization of the client's independence, recovery, and employment;
- (c) The maximization of the client's participation in treatment decisions; and
- (d) The collaboration between consumer-based support programs in providing services to the client.

(3) In developing performance measures under RCW [70.320.030](#), the authority and the department shall consider expected outcomes relevant to the general populations that each agency serves. The authority and the department may adapt the outcomes to account for the unique needs and characteristics of discrete subcategories of populations receiving services, including ethnically diverse communities.

RCW [70.320.030](#) Medicaid Managed Care, behavioral health services

(1) The authority shall adopt performance measures to determine whether service contracting entities are achieving the outcomes described in RCW [70.320.020](#) and [41.05.690](#) for clients enrolled in medical managed care programs operated according to Title XIX or XXI of the federal social security act.

(2) The authority shall adopt performance measures to determine whether service contracting entities are achieving the outcomes described in RCW [70.320.020](#) for clients receiving mental health, long-term care, or chemical dependency services.

RCW [70.320.040](#) Contract requirements.

By July 1, 2015, the authority and the department shall require that contracts with service coordination organizations include provisions requiring:

- (1) The adoption of the outcomes and performance measures developed under this chapter and RCW [41.05.690](#) and mechanisms for reporting data to support each of the outcomes and performance measures; and
- (2) That an initial health screen be conducted for new enrollees pursuant to the terms and conditions of the contract.

RCW [74.09.758](#) HCA and DSHS – Medicaid procurement of services

(2) The authority and the department may incorporate the following principles into future medicaid procurement efforts aimed at integrating the delivery of physical and behavioral health services:

(a) Medicaid purchasing must support delivery of integrated, person-centered care that addresses the spectrum of individuals' health needs in the context of the communities in which they live and with the availability of care continuity as their health needs change;

(b) Accountability for the client outcomes established in RCW [71.24.435](#) and [71.36.025](#) and performance measures linked to those outcomes;

(c) Medicaid benefit design must recognize that adequate preventive care, crisis intervention, and support services promote a recovery-focused approach;

(d) Evidence-based care interventions and continuous quality improvement must be enforced through contract specifications and performance measures that provide meaningful integration at the patient care level with broadly distributed accountability for results;

(e) Active purchasing and oversight of medicaid managed care contracts is a state responsibility;

...

(3) The principles identified in subsection (2) of this section are not intended to create an individual entitlement to services.

(4) The authority shall increase the use of value-based contracting, alternative quality contracting, and other payment incentives that promote quality, efficiency, cost savings, and health improvement, for medicaid and public employee purchasing. The authority shall also implement additional chronic disease management techniques that reduce the subsequent need for hospitalization or readmissions. It is the intent of the legislature that the reforms the authority implements under this subsection are anticipated to reduce extraneous medical costs, across all medical programs, when fully phased in by fiscal year 2017 to generate budget savings identified in the omnibus appropriations act.

RCW [74.09.871](#) HCA - Behavioral health services

(1) Any agreement or contract by the authority to provide behavioral health services as defined under RCW [71.24.025](#) to persons eligible for benefits under medicaid, Title XIX of the social security act, and to persons not eligible for medicaid must include the following:

(a) Contractual provisions consistent with the intent expressed in RCW [71.24.015](#) and [71.36.005](#);

(b) Standards regarding the quality of services to be provided, including increased use of evidence-based, research-based, and promising practices, as defined in RCW [71.24.025](#);

(c) Accountability for the client outcomes established in RCW [71.24.435](#), [70.320.020](#), and [71.36.025](#) and performance measures linked to those outcomes;

(f) Standards requiring the use of behavioral health service provider reimbursement methods that incentivize improved performance with respect to the client outcomes established in RCW [71.24.435](#) and [71.36.025](#), integration of behavioral health and primary

care services at the clinical level, and improved care coordination for individuals with complex care needs;

(5) The authority may use existing cross-system outcome data such as the outcomes and related measures under subsection (4)(c) of this section and chapter 338, Laws of 2013, to determine that the alternative pricing and payment structures referenced in subsection (4)(j) of this section have advanced community behavioral health system outcomes more effectively than a fee-for-service model may have been expected to deliver.

(8) The authority shall, in consultation with managed care organizations, review reports and recommendations of the involuntary treatment act work group established pursuant to section 103, chapter 302, Laws of 2020 and develop a plan for adding contract provisions that increase managed care organizations' accountability when their enrollees require long-term involuntary inpatient behavioral health treatment and shall explore opportunities to maximize medicaid funding

RCW 74.13B.020 DCYF – Family support and related services

(1) The department shall enter into performance-based contracts for the provision of family support and related services. The department may enter into performance-based contracts for additional services, other than case management.

(7) Performance-based payment methodologies must be used in network administrator contracting. Performance measures should relate to successful engagement by a child or parent in services included in their case plan, and resulting improvement in identified problem behaviors and interactions. For the initial three-year period of implementation of performance-based contracting, the department may transfer financial risk for the provision of services to network administrators only to the limited extent necessary to implement a performance-based payment methodology, such as phased payment for services. However, the department may develop a shared savings methodology through which the network administrator will receive a defined share of any savings that result from improved performance. If the department receives a Title IV-E waiver, the shared savings methodology must be consistent with the terms of the waiver. If a shared savings methodology is adopted, the network administrator shall reinvest the savings in enhanced services to better meet the needs of the families and children they serve.

(8) The department must actively monitor network administrator compliance with the terms of contracts executed under this section.

(9) The use of performance-based contracts under this section must be done in a manner that does not adversely affect the state's ability to continue to obtain federal funding for child welfare-related functions currently performed by the state and with consideration of options to further maximize federal funding opportunities and increase flexibility in the use of such funds, including use for preventive and in-home child welfare services.

(10) The department shall, consistent with state and federal confidentiality requirements:

- (a) Share all relevant data with the network administrators in order for the network administrators to track the performance and effectiveness of the services in the network;
- and

(b) Make all performance data available to the public.

(11) The department must not require existing network administrators to reapply to provide network administrator services in the coverage area of the existing network administrator on June 7, 2018.

(12) Beginning January 1, 2019, and in compliance with RCW [43.01.036](#), the department shall annually submit to the oversight board for children, youth, and families established pursuant to RCW [43.216.015](#) and the appropriate committees of the legislature a report detailing the status of the network administrator procurement and implementation process.

(13) In determining the cost estimate for expanded network administrator implementation, the department shall consider the value of the existing data platform for child welfare services.

RCW 28A.175.035 OSPI – Building bridges program

(1) The office of the superintendent of public instruction shall:

(a) Identify criteria for grants and evaluate proposals for funding in consultation with the workforce training and education coordinating board;

(b) Develop and monitor requirements for grant recipients to:

(i) Identify students who both fail the Washington assessment of student learning and drop out of school;

(ii) Identify their own strengths and gaps in services provided to youth;

(iii) Set their own local goals for program outcomes;

(iv) Use research-based and emerging best practices that lead to positive outcomes in implementing the building bridges program; and

(v) Coordinate an outreach campaign to bring public and private organizations together and to provide information about the building bridges program to the local community;

(e) Develop requirements for grant recipients to collect and report data, including, but not limited to:

(i) The number of and demographics of students served including, but not limited to, information regarding a student's race and ethnicity, a student's household income, a student's housing status, whether a student is a foster youth or youth involved in the juvenile justice system, whether a student is disabled, and the primary language spoken at a student's home;

(ii) Washington assessment of student learning scores;

(iii) Dropout rates;

(iv) On-time graduation rates;

(v) Extended graduation rates;

(vi) Credentials obtained;

(vii) Absenteeism rates;

(viii) Truancy rates; and

(ix) Credit retrieval;

(f) Contract with a third party to evaluate the infrastructure and implementation of the partnership including the leveraging of outside resources that relate to the goal of the partnership. The third-party contractor shall also evaluate the performance and effectiveness of the partnerships relative to the type of entity, as identified in RCW [28A.175.045](#), serving as the lead agency for the partnership; and

(g) Report to the legislature by December 1, 2008.

(2) In performing its duties under this section, the office of the superintendent of public instruction is encouraged to consult with the work group identified in *RCW [28A.175.075](#).

(3) In selecting recipients for grant funds appropriated under RCW [28A.175.135](#), the office of the superintendent of public instruction shall use a streamlined and expedited application and review process for those programs that have already proven to be successful in dropout prevention.

Appendix C: Washington statutes requiring evidence-based budget decisions

RCW [43.88.090](#) OFM – Development of Budget

(1) For purposes of developing budget proposals to the legislature, the governor shall have the power, and it shall be the governor's duty, to require from proper agency officials such detailed estimates and other information in such form and at such times as the governor shall direct. The governor shall communicate statewide priorities to agencies for use in developing biennial budget recommendations for their agency and shall seek public involvement and input on these priorities. The estimates for the legislature and the judiciary shall be transmitted to the governor and shall be included in the budget without revision. The estimates for state pension contributions shall be based on the rates provided in chapter [41.45](#) RCW. Copies of all such estimates shall be transmitted to the standing committees on ways and means of the house and senate at the same time as they are filed with the governor and the office of financial management.

The estimates shall include statements or tables which indicate, by agency, the state funds which are required for the receipt of federal matching revenues. The estimates shall be revised as necessary to reflect legislative enactments and adopted appropriations and shall be included with the initial biennial allotment submitted under RCW [43.88.110](#). The estimates must reflect that the agency considered any alternatives to reduce costs or improve service delivery identified in the findings of a performance audit of the agency by the joint legislative audit and review committee. Nothing in this subsection requires performance audit findings to be published as part of the budget.

(2) Each state agency shall define its mission and establish measurable goals for achieving desirable results for those who receive its services and the taxpayers who pay for those services. Each agency shall also develop clear strategies and timelines to achieve its goals. This section does not require an agency to develop a new mission or goals in place of identifiable missions or goals

that meet the intent of this section. The mission and goals of each agency must conform to statutory direction and limitations.

(3) For the purpose of assessing activity performance, each state agency shall establish quality and productivity objectives for each major activity in its budget. The objectives must be consistent with the missions and goals developed under this section. The objectives must be expressed to the extent practicable in outcome-based, objective, and measurable form unless an exception to adopt a different standard is granted by the office of financial management and approved by the legislative committee on performance review. Objectives must specifically address the statutory purpose or intent of the program or activity and focus on data that measure whether the agency is achieving or making progress toward the purpose of the activity and toward statewide priorities. The office of financial management shall provide necessary professional and technical assistance to assist state agencies in the development of strategic plans that include the mission of the agency and its programs, measurable goals, strategies, and performance measurement systems.

(4) Each state agency shall adopt procedures for and perform continuous self-assessment of each activity, using the mission, goals, objectives, and measurements required under subsections (2) and (3) of this section. The assessment of the activity must also include an evaluation of major information technology systems or projects that may assist the agency in achieving or making progress toward the activity purpose and statewide priorities. The evaluation of proposed major information technology systems or projects shall be in accordance with the standards and policies established by the technology services board. Agencies' progress toward the mission, goals, objectives, and measurements required by subsections (2) and (3) of this section is subject to review as set forth in this subsection.

(a) The office of financial management shall regularly conduct reviews of selected activities to analyze whether the objectives and measurements submitted by agencies demonstrate progress toward statewide results.

(b) The office of financial management shall consult with: (i) The four-year institutions of higher education in those reviews that involve four-year institutions of higher education; and (ii) the state board for community and technical colleges in those reviews that involve two-year institutions of higher education.

(c) The goal is for all major activities to receive at least one review each year.

(d) The consolidated technology services agency shall review major information technology systems in use by state agencies periodically.

(5) It is the policy of the legislature that each agency's budget recommendations must be directly linked to the agency's stated mission and program, quality, and productivity goals and objectives. Consistent with this policy, agency budget proposals must include integration of performance measures that allow objective determination of an activity's success in achieving its goals. When a review under subsection (4) of this section or other analysis determines that the agency's objectives demonstrate that the agency is making insufficient progress toward the goals of any particular program or is otherwise underachieving or inefficient, the agency's budget request shall contain proposals to remedy or improve the selected programs. The office of financial management

shall develop a plan to merge the budget development process with agency performance assessment procedures. The plan must include a schedule to integrate agency strategic plans and performance measures into agency budget requests and the governor's budget proposal over three fiscal biennia. The plan must identify those agencies that will implement the revised budget process in the 1997-1999 biennium, the 1999-2001 biennium, and the 2001-2003 biennium. In consultation with the legislative fiscal committees, the office of financial management shall recommend statutory and procedural modifications to the state's budget, accounting, and reporting systems to facilitate the performance assessment procedures and the merger of those procedures with the state budget process. The plan and recommended statutory and procedural modifications must be submitted to the legislative fiscal committees by September 30, 1996.

(6) In reviewing agency budget requests in order to prepare the governor's biennial budget request, the office of financial management shall consider the extent to which the agency's activities demonstrate progress toward the statewide budgeting priorities, along with any specific review conducted under subsection (4) of this section.

(7) In the year of the gubernatorial election, the governor shall invite the governor-elect or the governor-elect's designee to attend all hearings provided in RCW [43.88.100](#); and the governor shall furnish the governor-elect or the governor-elect's designee with such information as will enable the governor-elect or the governor-elect's designee to gain an understanding of the state's budget requirements. The governor-elect or the governor-elect's designee may ask such questions during the hearings and require such information as the governor-elect or the governor-elect's designee deems necessary and may make recommendations in connection with any item of the budget which, with the governor-elect's reasons therefor, shall be presented to the legislature in writing with the budget document. Copies of all such estimates and other required information shall also be submitted to the standing committees on ways and means of the house and senate.

RCW [43.131.061](#) JLARC – sunset reviews (expires June 30, 2025)

(1) Any entity may be scheduled for sunset termination and review under this chapter by law.

(2) An entity scheduled for sunset termination shall establish performance measures, as required under subsection (3) of this section, and must be evaluated, in part, in terms of the results. The entity has the burden of demonstrating the extent to which performance results have been achieved. The sunset termination legislation shall name a lead entity, if more than one entity is impacted by scheduled termination. The affected entity or lead entity has the responsibility for developing and implementing a data collection plan and submitting the resulting performance information to the joint legislative audit and review committee.

(3) An entity shall develop performance measures and a data collection plan and submit them for review and comment to the joint legislative audit and review committee within one year of the effective date of the legislation establishing the sunset termination.

(4) Unless specified otherwise, sunset terminations under this chapter shall be a minimum of seven years. The joint legislative audit and review committee shall complete its review in the year prior to the date of termination.

[[2000 c 189 § 5](#).]

RCW 43.131.071 JLARC – Scope of sunset reviews

(1) In conducting the review of an entity, the joint legislative audit and review committee shall determine the scope and objectives of the review and consider, but not be limited to, the following factors, if applicable:

- (a) The extent to which the entity has complied with legislative intent;
- (b) The extent to which the entity is operating in an efficient and economical manner which results in optimum performance;
- (c) The extent to which the entity is operating in the public interest by controlling costs;
- (d) The extent to which the entity duplicates the activities of other entities or of the private sector;
- (e) The extent to which the entity is meeting the performance measures developed under RCW 43.131.061; and
- (f) The possible impact of the termination or modification of the entity.

(2) After completing the review under subsection (1) of this section, the committee shall make its recommendations to the legislature.

RCW 43.136.035 Tax Preference Citizen Commission

(1) The citizen commission for performance measurement of tax preferences is created.

(2) The commission has seven members as follows:

- (a) One member is the state auditor, who is a nonvoting member;
- (b) One member is the chair of the joint legislative audit and review committee, who is a nonvoting member;
- (c) The chair of each of the two largest caucuses of the senate and the two largest caucuses of the house of representatives shall each appoint a member. None of these appointees may be members of the legislature; and
- (d) The governor shall select the seventh member.

(3) Persons appointed by the caucus chairs should be individuals who represent a balance of perspectives and constituencies, and have a basic understanding of state tax policy, government operations, and public services. These appointees should have knowledge and expertise in performance management, fiscal analysis, strategic planning, economic development, performance assessments, or closely related fields.

(4) The commission shall elect a chair from among its voting or nonvoting members. Decisions of the commission must be made using the sufficient consensus model. For the purposes of this subsection, "sufficient consensus" means the point at which the vast majority of the commission favors taking a particular action. If the commission determines that sufficient consensus cannot be

reached, a vote must be taken. The commission must allow a minority report to be included with a decision of the commission, if requested by a member of the commission.

(5) Members serve for terms of four years, with the terms expiring on June 30th on the fourth year of the term. However, in the case of the initial terms, the members appointed by the chairs of senate caucuses shall serve four-year terms, the members appointed by the chairs of house of representatives caucuses shall serve three-year terms, and the member appointed by the governor shall serve a two-year term, with each of the terms expiring on June 30th of the applicable year. Appointees may be reappointed to serve more than one term.

(6) The joint legislative audit and review committee shall provide clerical, technical, and management personnel to the commission to serve as the commission's staff. The department of revenue shall provide necessary support and information to the joint legislative audit and review committee.

(7) The commission shall meet at least once a quarter and may hold additional meetings at the call of the chair or by a majority vote of the members of the commission. The members of the commission shall be compensated in accordance with RCW [43.03.220](#) and reimbursed for travel expenses in accordance with RCW [43.03.050](#) and [43.03.060](#).