

Aligned Leadership Objectives Standard



Annual Statement of Objectives and Goals	Linkage to Operational and Tactical Planning	Scorecard Development and Use
0 – Elected officials do not adopt objectives and goals, other than what is provided in law.	0 – There is no linkage between objectives and goals developed by elected officials and agency operational and tactical planning.	0 – Elected officials do not provide any structured scorecard for the public.
1 – Elected officials adopt some objectives and goals, but not systematically and for all agencies, and not annually.	1 – Some linkage exists between elected officials and agency operational and tactical planning.	1 – Some annual results of agencies are published in a scorecard.
2 – Objectives and goals exist for all agencies, but are not prioritized and do not have measurable goals.	2 – One-third to one-half of all agencies link annual operational planning to legislative priorities for action, which are formally or informally expressed.	2 – One-third to one-half of all agencies present results in an annual published scorecard.
3 – An annual statement of objectives and goals is developed for all agencies and for the jurisdiction, but it is not prioritized and does not have measurable goals associated with them.	3 – Most agencies link operational and tactical planning to priorities formally provided by elected officials. A system exists for formally soliciting suggestions on simplification of mandates.	3 – Most agencies have results presented in an annual scorecard that is based on the annual statement of objectives and goals for the jurisdiction.
4 – A statement of objectives and goals is developed for all agencies and for the jurisdiction on an annual basis, and for two years or more. All objectives and goals are prioritized and have measurable goals.	4 – An annual statement of objectives and goals is communicated to each agency annually by elected officials, in a timely manner. After creation, some are reviewed again by elected officials who are able to recommend simplifications of mandates and program requirements.	4 – The annual scorecard includes performance measures for all agencies and for the jurisdiction, and it has been published for two years or more.
5 – The statement of objectives and goals meets all requirements of Level 4, has been in place for three to five years, and the objectives and goals are unanimously adopted, or adopted by a consensus voting system.	5 – An annual statement of objectives and goals is communicated to each agency annually by elected officials, in a timely manner, so that it can be used by each agency to develop a corresponding annual operational and tactical plan. Each agency operational and tactical plan is reviewed and adopted with or without changes by elected officials, or a subcommittee of the elected body, and used as a primary reference in the review of budget requests, and/or revision of goals. There is a continuing system for simplification of mandates and program requirements at the request of departments.	5 – This list of objectives and goals is used to develop a performance scorecard for each agency and for the chief executive officer at the end of that year. The performance scorecard(s) are adopted by unanimous vote or consensus. Each legislative body publishes the scorecard associated with the agencies that it reviewed and approved, with members taking accountability for results. Level 5 scoring will be associated with tracking of consistent metrics for the entire jurisdiction and for each agency over three to five years.