



FRAMEWORK FOR SETTING PRIORITIES

The Culture and Recreation Priorities of Government team (the team) was charged with prioritizing a list of diverse activities with the knowledge that ninety-two percent of Washington households participate in some form of cultural or recreational opportunity throughout the year. The team developed its list based on the four key strategies outlined in Tollgate I: (1) preserve and protect cultural and recreational assets; (2) provide access to cultural and recreational opportunities; (3) enhance awareness and knowledge of cultural and recreational resources; and (4) ensure quality cultural and recreational experiences.

PROCESS OF DEVELOPING THE PRIORITIZED LIST

The process had three basic steps:

First, three criteria were identified by which to evaluate current activities. A ten point scale for each criterion was developed and the team determined that it would weigh the three criteria equally.

The criteria were:

- **Alignment**-To what extent does the activity contribute to achieving the indicated strategy?

- **Performance**-Does the information, data, research and measures indicate that things are getting better, worse or staying the same?
- **Investment Value**-Are the past and likely future results worth the funding? Is this a good value (timely, strategic) for the public?

Second, team members were given a worksheet detailing the activities, their performance record available in the Office of Financial Management (OFM) system, and the activity’s funding history for the past three biennia. Members scored the activities individually. (The team decided to prioritize administration up front and did not subject those activities to the scoring process.) The team then reviewed the scores together, paying close attention to those with divergent scores and examining additional performance information not found in the OFM system. Members were given the opportunity to revise their scores based on the new information.

Third, for each activity, the scores for all three criteria were totaled and a numerical rank established. Team members met to review the rankings, using their expert knowledge and experience to make some minor adjustments in the list.

A similar process was carried out for new investments (decision packages) with the criteria modified slightly to reflect the fact that most of the decision packages would have expected results rather than established outcomes.



THE PRIORITIZED LIST

The Culture and Recreation Priorities of Government prioritized list consists of forty-two activities (including three that are administration) and thirty-six proposed new investments. The activities represent the core functions of this result area and are therefore ranked above any new investments.

Activities

Activities that scored near the top of the list included those from each of the four strategies. They include:

- Building Participation in the Arts;
- Operating and Maintaining State Historical Museums;
- Coordinating Boating Safety Programs;
- Managing Watchable Fish and Wildlife Recreation;
- Preserving and Enhancing Historic Places; and
- Maintaining State Parks

The two activities of telephonic reading services for the blind and public and historic facilities management did not score well because team members perceived them as better aligned to a different result area.

New Investments

If there are sufficient state resources to fund new investments, the Culture and Recreation prioritized list begins with these three items:

- Expand K-12 Arts Learning;
- No Child Left Inside (Outdoor Education and Grant Program); and
- Local Government Archeologist

Final Note

I would like to thank the Culture and Recreation team members for their participation and dedication to this process. It was a considerable amount of work performed during a very busy time of year. The team approached the task with an open mind and a determination to be fair. Both were achieved making for a high quality product.