




City of Seattle Boards & Commissions Notice of Appointment

Appointee Name: Cheryle A. Broom		
Board/Commission Name: Working Group for Performance Auditing		Position Title: Member
<input checked="" type="checkbox"/> Appointment OR <input type="checkbox"/> Reappointment	City Council Confirmation required? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Appointing Authority: <input checked="" type="checkbox"/> City Council <input type="checkbox"/> Mayor <input type="checkbox"/> Other: <i>Fill in appointing authority</i>	Term of Position: * City Council Confirmation to N/A <input type="checkbox"/> Serving remaining term of a vacant position	
Residential Neighborhood: NA	Zip Code: 98501	Contact Phone No.: [REDACTED]
Background: Cheryle Broom directed organizations that contributed to significant public service improvements and cost savings. Among other oversight positions held, Cheryle has served as: King County Auditor, First Deputy Inspector General of the New York State Metropolitan Transportation Authority, and Legislative Auditor for the Washington State Legislature. At the national and international levels Cheryle is recognized for advancing performance auditing, performance management and accountability. For example, Cheryle provided consulting through the International Institute Graduate School, and was a founding member and chair of the American Society for Public Administration's Center for Accountability and Performance. She has collaborated on developing training materials and programs. Recently Cheryle co-authored a research paper published in the <u>International Journal of Community Well-Being</u> on integrating community indicators with performance measurement. Cheryle's resume provides further details on her career, volunteer work, publications and awards. Cheryle has a Master of Public Administration degree from the University of Washington, and is a Certified Government Financial Manager and Certified Inspector General. In 2008 Cheryle was inducted as a fellow in the National Academy of Public Administration.		
Authorizing Signature (original signature): 	Appointing Signatory: Andrew J. Lewis Councilmember, District 7	
Date Signed (appointed): April 17, 2020		

*Term begin and end date is fixed and tied to the position and not the appointment date.

CHERYLE A. BROOM - RESUME

Public Service Consultant and Community Volunteer Advancing Performance, Accountability and Engagement

Cheryle Broom's 35-plus years of experience and demonstrated expertise is in directing organizations that provide oversight of public agencies and programs, and achieve strategic, performance-based goals. Under her leadership and management, audit and evaluation offices have contributed to significant performance improvements, policy changes and compliance, and cost savings in state and local government.

At the national and international level Cheryle is recognized for her contributions to advancing performance auditing and performance management. Through conference programs, publications, research and training, and other volunteer services, Cheryle facilitates understanding and application of best practices to achieve high-performing and accountable public and nonprofit organizations and services. She also promotes meaningful accountability, public engagement and collaboration.

POSITIONS HELD:

2015 to 2016	Interim Director, King County Office of Law Enforcement Oversight
2001 to 2013	King County Auditor, King County Auditor's Office, Seattle, WA
1998 to 2000	First Deputy Inspector General, New York State Metropolitan Transportation Authority, Office of Inspector General, New York City, New York
1986 to 1998	Legislative Auditor, Washington State Joint Legislative Review and Audit Committee, Olympia, WA
1984 to 1986	Program Staff Director, King County Council, Seattle, WA
1978 to 1984	Management Audits Manager, King County Auditor's Office, Seattle, Washington
1970 to 1978	Positions held include Department of Health, Education & Welfare Citizen Participation Project Coordinator; US Government Accountability Office Evaluator; Management Auditor; Program Budget Analyst; Investment Analyst and Accountant – Seattle, WA

DEMONSTRATED PERFORMANCE IMPACTS:

Cheryle's career-long commitment to auditing and performance-based state and local government produced tangible operational and financial results. Organizations under her leadership have saved tax payers more than \$400 million in one-time cost savings, and \$85 million in annualized operating cost savings. Examples of the impact of outcome-based audit recommendations include: 1) Immediate \$39 million budget reduction for a nursing home reimbursement system, and replacement of existing system to achieve an ongoing financial impact of over \$50 million annually and improved accountability for serving clients; 2) development of a capital planning framework for evaluating capital

facilities options using appropriate economic criteria and analysis, which are now required in budget instructions; 3) research findings for legislative action on the benefits of community placement of developmentally disabled citizens that is less costly than institutionalization and increased the opportunity to serve unmet needs; and 4) implementation of strengthened management controls to stop the theft of time that conservatively cost a transit department \$15 to \$23 million over a ten-year period.

DEMONSTRATED LEADERSHIP RESULTS:

In executive-level capacities, Cheryle led organizations through processes that produced high performing, efficient operations. Improvements include establishing management controls, a teamwork culture, office-wide strategic plans, human resource and project management systems, performance-oriented budgets, communication tools and appropriate relationships with public officials and other stakeholders. During Cheryle's tenure, the Washington State and King County audit functions were nationally recognized for high quality impact work and for being at the forefront of the performance measurement and managing for results movement. Elected officials consistently used the office's work, and funded new studies and other oversight responsibilities.

CREDENTIALS AND CERTIFICATIONS:

1970s Bachelor of Arts (1970) and Master of Public Administration (1973) and other post graduate work, University of Washington, Seattle, Washington
Current Certified Government Financial Manager (CGFM), Certificate #5904
Current Certified Inspector General (CIG), Certificate #0000040
Current National Academy of Public Administration (NAPA) Fellow, Inducted 2008

INDIVIDUAL AND OFFICE RECOGNITION (1990 to Present):

2013 Certificate of Recognition, Metropolitan King County Council; Certificate of Recognition, Evans School of Public Affairs; Certificate of Recognition, Evergreen ASPA Chapter; Appreciation for Service, Joint Legislative Audit and Review Committee; Certificate of Appreciation, Pacific NW Intergovernmental Audit Forum
2012 King County Auditor's Office Performance Audit of King County's Investment in Information Technology, recognized in the top five best audit reports of the year for offices of its size by the Association of Local Government Auditors
2010 King County Auditor's Office Transit Performance Audit, 2010 Practitioner Award to the audit team by the ASPA Evergreen Chapter
2008 Recipient of the Seattle Chapter of the Association of Government Accountants (AGA) *Third Annual Emerald Award* to recognize someone who has made a substantial contribution to improve the transparency and accountability of government operations
2005 Association of Government Accountants *Excellence in Government Leadership Award*

- 2004 Metropolitan King County Council recognition for continuous dedication to improving King County services and outstanding work as King County Auditor
- 2003 National Association of Local Government Auditors' *Special Project Award for Special Study of the King County Jails*
- 2002 National Association of Local Government Auditor's Honorable Mention for *Sheriff's Office Communications Center Performance Audit*
- 2002 American Society for Public Administration (ASPA) *Presidential Citation of Merit* as Chair of the Capacity Steering Group
- 2000 ASPA's *2000 Hall of Champions Honorable Mention* for volunteer service to chapter
- 1999 National Legislative Program Evaluation Society's *Award for Excellence in Program Evaluation* to the Washington State Joint Legislative Review Committee/Legislative Auditor's Office for its years of service to the Washington State Legislature and its contributions to legislative program evaluation
- 1999 National Directory of Who's Who in Executives and Professionals
- 1998 ASPA Section for Women in Public Administration's *Service to the Section Award*
- 1998 ASPA Evergreen Chapter's *1998 Outstanding Achievement Award*
- 1998 ASPA Training Award as lead trainer for Evergreen Chapter's performance measurement training programs (also won national award in 1995)
- 1996 ASPA's *Presidential Citation of Merit* as Chair of Governmental Accomplishment and Accountability Task Force Subcommittee
- 1996 Public Financial Publications, Inc.'s *Practitioner Award* (Co-recipient) for *Performance Based Government Models: Building a Track Record, Public Budgeting and Finance*
- 1990s Washington State Joint Legislative Audit and Review Committee consistently received recognition from the National Legislative Program Evaluation Society (affiliated with the National Conference of State Legislatures) for work performed during her tenure

OTHER PUBLIC SERVICE ENDEAVORS:

- American Society for Public Administration (ASPA) Endowment Board member
- National Academy for Public Administration Audit Committee member
- Senior Services/Sound Generations of Seattle/King County, Board member and Treasurer
- International Institute Graduate School USA consultant/trainer
- Community Indicators Consortium board member, treasurer and co-chair of the Community Indicators and Performance Measurement Integration Project
- Pacific NW Intergovernmental Audit Committee Board member
- Washington State Local Government Auditor's Association founder and trustee
- Past President of the American Society for Public Administration and the Evergreen Chapter of ASPA
- Founding Member and Chair of ASPA's Center for Accountability and Performance
- Public Administration Review Board of Editors

- Consultant/Trainer for the Executive Development Leadership Program ?????, Finance Officers' Association, Pacific Northwest Intergovernmental Audit Forum, Association of Government Accountants, Association of Pacific Island Public Auditors, and other professional associations
- Instructor and Guest Lecturer for The Evergreen State College Master in Public Administration Program, Seattle University Institute of Public Service, USDA Graduate School, and other academic and training institutions
- Authored numerous professional articles and training materials including the highly successful workbook *Performance Measurement Concepts and Techniques*, 3rd Edition (note: workbook was also translated into Japanese and Chinese) – See below
- AGA and New York Fund for Civic Engagement performance reporting reviewer
- Co-chair of AGA Performance Management Conference 2005 and 2009
- Chair of the ASPA Finance Committee and other ASPA national and chapter committees and conferences
- President of Broadview Parent Teacher Association, and chair and founding member of Metrocenter/Accelerator YMCA Board of Directors

PUBLICATIONS:

Co-Author, "A Suggested Model for Integrating Community Indicators with Performance Measurement. Challenges and Opportunities," *International Journal of Community Well-Being*; <https://doi.org/10.1007/s42413-019-00046-6>, 2019

Co-Author, "One County Vision: King County's Incremental Approach to CI-PM Integration," *Real Story for the Community Indicators Consortium (CIC)*; <http://www.communityindicators.net/communities-of-practice,ci-pm-integration,real-stories>, 2012

Co-Author, "Advancing Performance Measurement and Management for Accountability: King County's Collaborative, Incremental Approach," *International Handbook of Practice-Based Performance Management*, Sage Publications, September 10, 2007

Author, "Institutionalizing Performance-Oriented Government," *PA Times*, September 1, 2004

Co-Editor & Co-Author, *Meeting the Challenges of Performance-Oriented Government*, American Society for Public Administration/Center for Accountability and Performance, Washington, DC, 2002

Author, "Using Comparative Performance Measurement," (book review of *Comparative Performance Measurement*, Urban Institute Press, 2001), *Public Administration Review*, Vol. 62, No. 5, September/October 2002

Co-Author, *Performance Measurement Concepts and Techniques Workbook*, American Society for Public Administration/Center for Accountability and Performance, Washington, DC, 1999

Co-Author, "Performance Measurement Training That Works," *Using Performance Measurement to Improve Public and Nonprofit Programs*, Number 75, Jossey-Bass, Fall 1997

Co-Author, "Performance-Based Government Models: Building A Track Record," *Public Budgeting & Finance*, Vol. 15, No. 4, Winter 1995

Co-Author, "Moving Toward Breaking the Cycle of Poverty," *Evaluation Forum*, Special Edition: Issues #5 and #6, Fall 1989

Author, "The Working Poor," (book review of *Working but Poor: America's Contradiction*, The Johns Hopkins University Press, 1987), *Public Administration Review*, Vol. 49, No. 3, May 1989

REPORTS (1986-2013)

List of audits and other study reports managed by Cheryle Broom are available at the following agencies' Web sites:

King County Office of Law Enforcement Oversight https://www.kingcounty.gov/independent/law-enforcement	2016
King County Auditor's Office, Seattle, Washington www.kingcounty.gov/operations/auditor.aspx	2001 to 2013
Office of Inspector General, Metropolitan Transportation Authority, New York www.mtaig.state.ny.us	1998 to 2000
Joint Legislative Audit and Review Committee Olympia, Washington www.leg.wa.gov/jlarc/	1986 to 1998

TRAINING WORKBOOKS (sample)

Contributor & Co-Author, Executive Leadership Development Program – Sessions 1 and 4 (e.g., Ethics and Performance Management), International Institute Graduate School USA, 2014-2015

Co-Author, *Conducting Performance Audits: Techniques for Success Training Manual*, Association of Pacific Islands Public Auditors, 2006

Cheryle A. Broom

Page 6

Author, Strategic Planning for Audit Offices: Moving Forward With Next Steps Training Manual, Association of Pacific Islands Public Auditors, 2006

Author, Project Management of Performance Audits: Keeping on Track from Start to Finish Training Manual, Association of Pacific Islands Public Auditors, 2006

Co-Author, Developing Effective Management Controls for Managers Training Manual, Association of Pacific Islands Public Auditors, 2006

Author, Performance Audit Training Manual, U.S. Department of Agriculture Graduate School, 1999

Co-Author, Performance Auditing in State and Local Governments Seminar Training Manual, Governmental Finance Officers Association, 1982

PROFESSIONAL PRESENTATIONS

List available upon request

Working Group for Performance Auditing

9 Members: Pursuant to *Resolution 31941*, 7 members subject to City Council confirmation.

- 7 City Council-appointed
- # Mayor-appointed
- 2 Other Appointing Authority-appointed (specify): Ex Officio pursuant to Resolution 31941.

Roster:

*D	**G	RD	Position No.	Position Title	Name	Term Begin Date	Term End Date	Term #	Appointed By
3	F	2	1.	Member	Estela Ortega	City Council Confirmation	N/A	1	City Council
	F	N/A	2.	Member	Cheryle Broom	City Council Confirmation	N/A	1	City Council
	F	N/A	3.	Member	LaVonne Griffin-Valade	City Council Confirmation	N/A	1	City Council
	M	4	4.	Member	Shaun Van Eyk	City Council Confirmation	N/A	1	City Council
	M	4	5.	Member	Justin Marlowe	City Council Confirmation	N/A	1	City Council
	M	N/A	6.	Member	Bob Thomas	City Council Confirmation	N/A	1	City Council
	F		7.	Member	Lisa Judge	City Council Confirmation	N/A	1	City Council
	M		8.	Member	David Jones	City Council Confirmation	N/A	1	City Council
	M	3	9.	Chair	Andrew Lewis	City Council Confirmation	N/A	1	City Council

SELF-IDENTIFIED DIVERSITY CHART

					(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
	Male	Female	Transgender	NB/ O/ U	Asian	Black/ African American	Hispanic/ Latino	American Indian/ Alaska Native	Other	Caucasian/ Non-Hispanic	Pacific Islander	Middle Eastern	Multiracial
Mayor													
Council	4	3					1						
Other	1	1											
Total	5	4											

Key:

*D List the corresponding *Diversity Chart* number (1 through 9)

**G List *gender*, M= Male, F= Female, T= Transgender, NB= Non-Binary O= Other U= Unknown

RD Residential Council District number 1 through 7 or N/A

Diversity information is self-identified and is voluntary.