KING COUNTY
Strategic Plan
Working Together
for One King County
2010-2014

Initial Implementation Plan

King County

May 1, 2010

Countywide Strategic Plan Accountability Framework

The countywide strategic plan lays out an ambitious set of goals, objectives, and strategies for the county over the next five years. In order to achieve the county's goals, we need to ensure that we have a system that clearly identifies which agencies contribute efforts and measure our progress.

The thematic design of the strategic plan encourages us to work together to effectively deliver services to the public. In addition, King County shares responsibility with the community for achieving many of the broad goals and objectives in the plan. King County departments and agencies will need to work with community partners, private entities, and other governments to ensure progress is made on achieving the direction identified in the plan.

To reflect these complexities and ensure that the county's role is clear, it is important that there is an accountability structure to ensure plan implementation. The graphic below (Figure 1) illustrates the countywide strategic plan's accountability framework.

The elected leadership of the county will be accountable for embodying the mission, vision, and guiding values of the county and for carrying out the business of King County government in a manner that is consistent with the eight goals.

At the objective level of the plan, specific agencies and departments have been identified as "lead" agencies (see Figure 2). These "lead" agencies will head "objective teams" which will be responsible for:

- Reviewing and developing indicators and measures for the objective and related strategies,
- Reviewing and synthesizing strategy plans/action items to ensure a comprehensive, integrated, and effective approach,
- Suggesting changes to the objective and strategies,
- Developing presentations for the county's elected officials on objective progress and status.

Other agencies have been identified as "partner agencies" (see Figure 2) and will be responsible for participating in the objective teams, as convened by the "lead" agency. The objective teams will report to the elected leadership of the county on our approach, performance, and suggested changes to the strategies and objectives in the plan.

At the strategy level, individual agencies or, in several cases teams of two or more agencies, will be responsible for tracking progress and implementation of the strategies contained in the strategic plan. The strategy teams will report to the objective teams on our efforts to carry-out the strategies, our performance on achieving them, and how we might want to change our approach.

CWSP Implementation: Reporting and Oversight Approach

PLAN ELEMENT	ORGANIZATIONAL STRUCTURE
Mission, Vision, Values, and Goals	**Elected Leadership:** *Accountable for Mission/Vision/Values, Goals* • Meet twice a year to review performance on the plan and make revisions • Recommend plan updates to Council
Objectives • Guiding policies • Derived from community values/ expectations	**Objective Teams:** **Lead Agency and Partner Agencies** *Accountable for efforts and measuring progress* • Review/revise/develop performance measures • Assess completeness of strategic approach to achieving the objective • Assess progress • Report to elected leadership
Strategies • Policy interventions • Derived from internal process	**Strategy Teams:** **Made up of 1-2 Agencies** *Accountable for delivering products to advance strategy* • Identify what services we are delivering to achieve the strategies in the plan and where they are gaps in our strategic approach • Track front-line implementation of and performance on strategies • Report to the Objective Team

Figure 1: Reporting and Oversight

Countywide Strategic Plan Goals and Objectives

	Lead Agency	Partnering Agencies
Support safe communities and accessible justice systems for all		
• Keep people safe in their homes and communities	KCSO	DOT, DES, DDES, PHSKC, DCHS, PAO
• Ensure fair and accessible justice systems	District and Superior Courts	DJA , PAO, Public Defender
• Ensure offending individuals are appropriately detained or sanctioned	DAJD	DCHS, District and Superior Courts, PAO
• Decrease damage or harm in the event of a regional crisis	DES	All

	Lead Agency	Partnering Agencies
Promote opportunities for all communities and individuals to realize their full potential		
• Increase the number of healthy years that residents live	PHSKC	DCHS, DES
• Protect the health of communities	PHSKC	DNRP, DOT, DDES
• Support the optimal growth and development of children and youth	DCHS	PHSKC, DNRP
• Ensure a network of integrated and effective health and human services is available to people in need	DCHS	PHSKC, Superior Court, DOT

	Lead Agency	Partnering Agencies
Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities		
• Support a strong, diverse, and sustainable economy	Executive	DOT, DES, DCHS
• Meeting the growing need for transportation services and facilities throughout the county	DOT	DDES, DNRP
• Shape a built environment that allows communities to flourish	DDES	DNRP, DOT, DES, DCHS , PHSKC
• Preserve the unique character of our rural communities in collaboration with rural residents	DDES	DNRP, DOT, DDES

Figure 2: Assignment of agencies to lead implementation activities (continued)

Countywide Strategic Plan
Goals and Objectives

	Lead Agency	Partnering Agencies
Safeguard and enhance King County's natural resources and environment		
• Protect and restore water quality, biodiversity, open space and ecosystems	KCSO	DOT, DES, DDES, PHSKC, DCHS
• Encourage sustainable agricultural and forestry	District and Superior Courts	DJA , PAO, Public Defender
• Reduce climate pollution and prepare for the effects of climate change on the environment, human health, and the economy	DAJD	DCHS, District and Superior Courts
• Minimize King County's operational environmental footprint	DES	All

	Lead Agency	Partnering Agencies
Establish a culture of customer service and deliver services that are responsive to community needs		
• Improve our customers' satisfaction with King County	Executive	All
• Build a culture of performance and improve the effectiveness of county programs, services and systems	Executive	All
• Foster and ethic of working together for *One King County*	Executive	All
• Increase access to King County services, personnel and information	Executive	All

	Lead Agency	Partnering Agencies
Exercise sound financial management and build King County's long-term fiscal strength		
• Keep the county's cost of doing business down, including keeping growth in costs below the rate of inflation	Executive	All
• Plan for the long-term sustainability of county services	OMB	Assessor, Executive, Council
• Provide the public with choices about which services King County delivers within existing resources and for which services they would like to provide additional funding	Executive/Council	

Figure 2: Assignment of agencies to lead implementation activities

Countywide Strategic Plan
Goals and Objectives

	Lead Agency	Partnering Agencies
Promote robust public engagement that informs, involves and empowers people and communities		
• Expand opportunities to seek input listen, and respond to residents	**Executive**	**All**
• Empower people to play an active role in shaping their future	**Executive**	**All**
• Improve public awareness of what King County does	**Executive**	**All**
	Lead Agency	Partnering Agencies
Develop and empower King County government's most valuable asset, our employees		
• Attract and recruit a talented workforce	**DES**	**All**
• Develop and retain quality employees	**DES**	**All**
• Utilize employees in an efficient, effective and productive manner	**Executive**	**All**

Figure 2: Assignment of agencies to lead implementation activities (continued)

Performance Measures

How do we know if the plan is making a difference?

Performance measurement is an important tool for accountability and management and has been included in various strategies of the plan. By consistently measuring our performance at all levels of the countywide strategic plan, we can ensure its ambitious goals and objectives are connected to the day-to-day operations and service delivery. This implementation plan includes an expanded performance measurement framework that goes beyond measuring only at the goal and objective levels with the intent to link every day decision making about the county's products and services to their impact on the strategies, objectives and goals.

The framework relies on measuring at three levels: community indicators, strategic measures, and performance measures for our products and services. This framework will serve as the basis for King County's ongoing performance measurement and management efforts, including public reporting, budgeting, management, and oversight.

Community indicators

Community indicators reflect the condition of the community or the environment. For the strategic plan, we are using community indicators to inform us about how we are doing on achieving the plan's objectives. Indicators are influenced by many factors and reflect the combined efforts of multiple jurisdictions and organizations. King County government typically has little control over the status of indicators. The county is, however, one of many actors working to influence each indicator.

Strategic measures

Strategic measures are intended to help us assess how well the strategies have been implemented and understand the contribution of the various products and projects delivered by the county to achieve the plan's strategies. Each strategy is implemented through the delivery of specific products and projects delivered by county agencies. A key next step will be the alignment of county products and projects with the strategies of the plan.

Performance measures for county products and services

Products and projects are the deliverables from our programs and services and align with the strategies. The products and projects will be measured for quality, timeliness, and cost effectiveness.

> **Proposed indicators and strategic measures are included in this initial implementation plan building from the county's existing inventory of performance measures. We recognize that some of these indicators and strategic measures can be improved. In some cases, we do not currently have a measure that ties directly to a specific strategy or that adequately captures the intent of a strategy. The strategic measures presented in this framework represent a starting point.**
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> **As part of initial implementation action, the executive proposes to identify more relevant measures and fill any gaps by the end of 2010 utilizing the implementation approach laid out in the previous section.**

Justice & Safety
Support safe communities and accessible justice systems for all

Objectives for JS1	Strategies	Strategic Targets
Keep people safe in their homes and communities • Percent of resident survey respondents who feel safe in their neighborhood during the day and at night • Traffic, pedestrian, and cyclist fatality and collision rates on county roads	JS 1.a Maintain a proactive law enforcement presence in unincorporated communities and cities with whom we contract	• Response time of Sheriff department • Percent residents satisfied or very satisfied: overall sheriff protection • Percent of residents satisfied or very satisfied: law enforcement proactively solving problems, by geography, income
	JS 1.b Maintain safe and secure county-owned infrastructure, including roads, bridges, buses, transit facilities, parks and buildings such as courts	• Reduction in high accident roadways and high accident locations • Bus accident rate • Transit passenger perception of safety • Number of reported assaults and disturbances on buses
	JS 1.c Provide programs and support for individuals exposed to violence	• Percent of sexual assault victims who increase their ability to understand and cope with trauma • Percent of domestic violence victims completing a safety assessment and developing appropriate individualized safety plans
	JS 1.d Provide rapid emergency response	• Percent of hours 911 calls answered within standard • EMS Response time
	JS 1.e Collaborate with local jurisdictions to define and provide regional law, safety and justice services	
	JS 1.f Enforce building and land-use codes in unincorporated areas	• High risk code enforcement complaints responded to within 24 hours • Fire fatalities in annually fire-inspected multi-family and commercial structures

Justice & Safety (continued)

Support safe communities and accessible justice systems for all

Objectives for JS2	Strategies	Strategic Targets
Ensure fair and accessible justice systems • Percent of resident survey respondents who are satisfied with access to and fairness of county court system	JS 2.a Eliminate barriers to court access	• Number of clients served by Superior Court Family Law Facilitator • Number of client contacts with Superior Court Office of Interpreter Services
	JS 2.b Prosecute accused individuals fairly and efficiently	• Clearance Rate • Time to disposition • Age of active pending caseload
	JS 2.c Manage and resolve court cases in a timely manner	
	JS 2.d Ensure the availability of public defenders to those who need them	• Number of days between notification of Office of Public Defense of in-custody felony case filing and assignment to an attorney • Timely contact of defendant by attorney within one business day (in custody) or five business days (out of custody) from the time the case has been assigned
	JS 2.e Provide therapeutic courts, such as mental health and drug courts	• Percentage of participants successfully completing each of the court's three therapeutic court programs (Adult Drug Court, Juvenile Drug Court, Family Treatment Court)

Justice & Safety (continued)
Support safe communities and accessible justice systems for all

Objectives for JS3	Strategies	Strategic Targets
Ensure offending individuals are detained or sanctioned • Adult and juvenile incarceration rate, by race/ethnicity • Adult and juvenile recidivism rate, by race/ethnicity	JS 3.a Maintain adequate levels of secure detention for violent and repeat offenders	• Average daily inmate population in secure detention
	JS 3.b Operate secure and humane detention facilities that comply with legal and regulatory requirements	• King County Correction Facility and Maleng Regional Justice Center jails and Juvenile Detention operated in full legal and regulatory compliance. • Sustained allegations of staff sexual misconduct per 10,000 inmate days • Number of inmate-to-inmate assaults (including sexual assault) per 10,000 inmate days
	JS 3.c Provide a continuum of jail diversion programs, such as education and treatment	• Reduced incarcerations for persons with mental illness or co-occurring disorders who are receiving services • Number of youth involved with juvenile justice who decrease their number of juvenile court referrals or detention admissions • Number of juveniles participating in truancy/attendance workshops. • Mental health and drug court graduation rates • Number of sheriff's deputies participating in crisis intervention training
	JS 3.d Provide alternatives to secure detention to appropriate offenders	• Reduce jail days for veterans • Percent of individuals enrolled in mental health or combined mental health/substance abuse treatment who receive a service within seven days of jail release • Re-arrest rate for all Community Center for Alternatives Programs participants who successfully complete their program. • Percentage of youth involved with the King County juvenile justice system that subsequent to intervention had a reduced rate of juvenile court filings • Percentage decrease of juvenile crimes involving a weapon • Percentage of adult recipients of mental health and co-occurring disorder services who have reduced incarcerations in the year after service starts.

Justice & Safety (continued)

Support safe communities and accessible justice systems for all

Objectives for JS4	Strategies	Strategic Targets
Decrease damage or harm in the event of a regional crisis	JS 4.a Undertake regional emergency planning and preparedness activities, including education and coordination	• National Flood Insurance Program Community Rating System Score • Public awareness of "3 Days, 3 Ways" multi-media campaign
	JS 4.b Coordinate and provide direct response to crises such as communicable disease outbreaks, floods, earthquakes, severe weather events, and homeland security threats	• Incidence of communicable diseases • Critical emergency task performance during activations and exercises

Health & Human Potential

Promote opportunities for all communities and individuals to realize their full potential

Objectives for HHP1	Strategies	Strategic Targets
Increase the number of healthy years that residents live • Average number of healthy years lived, by race/ethnicity, income	HHP1.a Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence	• Percent of adults getting recommended exercise (indicator) • Tobacco retailer compliance rate • Restaurant compliance with trans fat bans and menu labeling requirements
	HHP1.b Ensure access to affordable, appropriate and quality physical and behavioral health services	• Percent of adults and children without insurance • Percent of Public Health clinic clients with insurance • Percent of uninsured who are seen in the health care safety net • Veterans with reduced symptoms of post traumatic stress disorder • Persons receiving outpatient mental health services who have maintained or improved their level of functioning • Persons completing outpatient chemical dependency treatment
	HHP1.c Provide education that promotes individual health	• Resident calls to Washington State tobacco quit line • Adults that have been tested for HIV/TB • Residents receiving breast, cervical, and colorectal cancer screening
	HHP1.d Implement policies and interventions to reduce health disparities	

Health & Human Potential (continued)

Promote opportunities for all communities and individuals to realize their full potential

Objectives for HHP2	Strategies	Strategic Targets
Protect the health of communities • Number of good air quality days • Number of water systems meeting compliance standards	HHP2.a Ensure the safety of food, air, and water	• Percent of food establishments meeting safety standards
	HHP2.b Make healthy choices easy choices through policy, system, and environment changes	• Percent of King County residents making healthy choices (based on CDC's Behavioral Risk Factor Surveillance System)
	HHP2.c Monitor and improve environmental quality and reducing exposure to hazardous materials	

Objectives for HHP3	Strategies	Strategic Targets
Support the optimal growth and development of children and youth • Percent of youth meeting youth physical activity recommendations • Vaccination rates among children 19-35 months • Percent of 4th grade public school students who met state standards by school districts • High School graduation rates by school district	HHP3.a Support prevention and early intervention programs for children and youth most at-risk	• Percent of youth that acquire new employment preparation skills, advance educationally or secure employment by completion of Youth Employment Program • Percent of youth served in youth development programs who report an increase in protective factors or a reduction in risk factors • Access rate for early intervention child development services
	HHP3.b Build partnerships with local and regional education systems to enhance their programs	
	HHP3.c Provide or contract for behavioral health and human services designed to meet the unique developmental needs of children and youth	• Percent of youth served in youth development programs who report an increase in protective factors or a reduction in risk factors • Percent of youth who achieve one or more goals in their case management plan

Health & Human Potential (continued)
Promote opportunities for all communities and individuals to realize their full potential

Objectives for HHP4	Strategies	Strategic Targets
Ensure a network of integrated and effective health and human services is available to people in need • Percent of King County adults and children with health insurance • Percent of adults that have received preventative services by household annual income	HHP4.a Facilitate access to programs that reduce or prevent involvement in the criminal justice, crisis mental health and emergency medical systems, and promote stability for individuals currently involved in those systems	• Number of homeless persons served in out-patient mental health services • Percent of adult mental health recipients who have reduced incarcerations in the year after service starts
	HHP4.b Support partnerships to deliver integrated and effective services to people in need	• Number of people in need served by transit partnerships (ACCESS, Job Access Reverse Commute)
	HHP4.c Join with local and regional partners to prevent and reduce homelessness for families and individuals	• Number of people who are homeless in King County • Percent of clients that progress to transitional or permanent housing • Mental health clients who transition to community housing • Reduction in the number of people who are unsheltered or in the shelter system (as compared to the same geographic area a year ago) • Households who remain in their housing after receiving homeless prevention assistance • Dedicated homeless housing units secured (system-wide)

Economic Growth and Built Environment

Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities

Objectives for EGBE1	Strategies	Strategic Targets
Support a strong, diverse, and sustainable economy • Percent of jobs paying a living wage, by sector • Employment and wages, by sector • Change in employment and wages, by sector	EGBE 1.a Promote regional economic development through partnerships with regional organizations, other jurisdictions, and the private sector	• Number of jobs and wages, by industry cluster
	EGBE 1.b Support workforce development programs for adults and youth	• Per capita personal income, by race/ethnicity • Median household income, by race/ethnicity, geography
	EGBE 1.c Create contracting opportunities for small and disadvantaged businesses	• Percent and dollars in King County contracts going to small businesses
	EGBE 1.d Maintain infrastructure that facilitates the efficient movement of freight and goods to promote trade across the region	• Tons of cargo moved through the King County International Airport • Travel time on freight corridors
	EGBE 1.e Promote a quality of life that attracts a talented workforce and businesses to the region	• Residents' perception of "King County as a place to live" • Resident's perception of "King County as a place to work" • Residents' perception of "overall quality of life"

Economic Growth and Built Environment (continued)

Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities

Objectives for EGBE2	Strategies	Strategic Targets
Meet the growing need for transportation services and facilities throughout the county • Means of transportation to work for King County residents • Peak hour commute times on major King County commute trips • Percent of resident survey respondents satisfied with the predictability of transit services	EGBE 2.a Focus transportation resources to support density and growth	• Average commute time, by geography • Percent of arterial mileage meeting concurrency standards, by travel shed • Transit boardings per platform hour ("productivity") • Transit service hours relative to development density
	EGBE 2.b Coordinate and develop services for an integrated and seamless regional transportation system	• Average commute time/travel time • Interconnectedness of routes • Number of traffic cameras on-line • Inter-system transfers (from ORCA data)
	EGBE 2.c Meet the transit needs of low-income and other under-served populations	• Americans with Disabilities Act curb ramps constructed • Percent of low-income communities with immediate access to transit • Number of people in need served by transit partnerships (ACCESS, Job Access Reverse Commute)
	EGBE 2.d Enhance bicycle and pedestrian infrastructure as alternative transportation options	• Percent of households within one mile of a connected regional trail • Percent who walk or bike to work • Percent of Regional Trail Network build-out strategy achieved

Economic Growth and Built Environment (continued)
Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities

Objectives for EGBE3	Strategies	Strategic Targets
Shape a built environment that allows communities to flourish • Percent of home sales affordable to median and low-income households by jurisdiction • Percent of rental housing affordable to median and low-income households by King County subarea • Percent of population paying more than 30% income on housing	EGBE 3.a Partner with the public and private sectors to ensure the availability of a wide range of decent housing resources and supportive services	• Dedicated homeless housing units secured system-wide • Number of low-income housing units funded • Clients exiting emergency shelter or transitional housing who move to more stable housing (transitional or permanent) • Number of workforce housing units built by Transit-Oriented Development program
	EGBE 3.b Acquire and maintain regional parks, trails, and open space	• Acres of parks and open space • Miles of trails
	EGBE 3.c Support community infrastructure and land-use planning that is responsive to the needs of residents, businesses, services, schools and cities with potential annexation areas	• Walkability score (average and by community) showing ability to walk to work, services, and recreation • Percent who walk, bike, take transit • Pavement condition scores • Bridge condition ratings • Percent of bridges without load restrictions • Annual transit and ferry passenger boardings • Travel time on major routes/ peak hour commute times

Economic Growth and Built Environment (continued)
Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities

Objectives for EGBE4	Strategies	Strategic Targets
Preserve the unique character of our rural communities in collaboration with rural residents • Total employment in the Rural Area, by sector • Change in housing and employment density in the rural area • Change in number and size of King County farms	EGBE 4.a Manage growth to limit urban sprawl	• Number of housing permits in rural area and in rural cities over target • Maintenance of Urban Growth Area boundary
	EGBE 4.b Encourage stewardship of rural landscapes including agricultural and forestry land	• Number, size, and production levels of farms • Percent county land area in farmland • Percent of county land area in Forest Protection District and or Rural Forest Focus Areas • Number and percent of rural acres in Stewardship and Incentive Programs • Number and percent of rural acres in Permanent Conservation Status
	EGBE 4.c Promote policies and programs that sustain rural lifestyles	• Number of agricultural acres in Farmland Preservation Program
	EGBE 4.d Support rural economic development that maintains the character of the rural area	• Acres acquired by Transfer of Development Rights

Environmental Sustainability

Safeguard and enhance King County's natural resources
and environment.

Objectives for ES1	Strategies	Strategic Targets
Protect and restore water quality, biodiversity, open space, and ecosystems • Annual Chinook salmon escapement • Percent of open spaces within the Rural and Urban Areas	ES 1.a Focus development within the Urban Growth Area	• Percent of residential development in rural and urban areas • Ratio of land consumption to population growth • Rural and suburban stream water quality
	ES 1.b Use a combination of incentives, technical assistance and regulations to promote desirable environmental practices by individuals and businesses	• Privately-owned rural acres with stewardship plans or enrolled in incentive programs • Rural acres (public and private) in permanent conservation status • Environmental behavior index • Percent of residents that participate in desired household behaviors • Business sites compliant with water quality standards
	ES 1.c Support acquisition and stewardship of open space and natural areas	• Acres of open space • Acres of priority conservation areas acquired (as defined by Greenprint database)
	ES 1.d Protect water quality through reducing pollution at it's source, wastewater treatment , low impact development practices, and stormwater management	• Stream water quality index • Phosphorus in large and small lakes • Marine water quality index • Stormwater permit compliance • Number of culverts replaced with fish passable designs • Acres of wetlands created or restored • Stormwater facilities compliant with standards • Business sites compliant with water quality standards • Effectiveness of Low Impact Development best management practices

Environmental Sustainability (continued)
Safeguard and enhance King County's natural resources and environment

Objectives for ES1 (continued)	Strategies	Strategic Targets
Protect and restore water quality, open space, and ecosystems • Land cover in King County, urban and rural areas • Acres of open space, rural and urban • Annual Chinook Salmon escapement	ES 1.e Collaborate to restore Puget Sound and protect vulnerable, threatened, and endangered species	• Stream miles opened for fish passage by culvert replacement • Percent of Chinook salmon recovery plans implemented
	ES 1.f Use water quality and quantity monitoring data to inform and prioritize investments in clean-ups and stormwater retrofits	
	ES 1.g Collaborate with local governments, home and business owners and community groups to control pollution at its source	

ES1 continued from previous page

Objectives for ES2	Strategies	Strategic Targets
Encourage sustainable agriculture and forestry • Number and percent of farmland acres within and outside the Agricultural Production District • Number and percent of forest land acres in the Forest Production District and Rural Forest Focus Areas	ES 2.a Utilize landowner incentives to keep land in agricultural and forestry use	• Acres of farm/forest land reserved through Transfers of Development Rights • Number and percent of agricultural acres in Farmland Preservation Program
	ES 2.b Provide incentives, technical assistance, and streamlined permitting to support sustainable farm and forestry practices	• Number and percent of privately-owned rural acres with stewardship plans or enrolled in incentive programs • Sales at farmers markets • New participants in the farm and forest CUT programs

Environmental Sustainability (continued)
Safeguard and enhance King County's natural resources and environment

Objectives for ES3	Strategies	Strategic Targets
Reduce climate pollution and prepare for the effects of climate change on the environment, human health, and the economy • Percent, by source, of total greenhouse gas emissions in King County • Levels of criteria air pollutants in King County: ozone, particulate matter, carbon monoxide, nitrogen oxides, sulfur dioxide, lead • Days per year with good, moderate and unhealthy air quality in King County	ES 3.a Promote collaborative efforts among local and regional governments to assess and reduce community greenhouse gas emissions	• Reduction of Greenhouse gas emissions throughout the region through regional collaboration
	ES 3.b Monitor county greenhouse gas emissions and use the information to guide future actions and investments to advance progress against emission reduction goals	
	ES 3.c Advocate for and participate in the development of federal, state, and regional climate response strategies and resources that advance emission reduction goals	
	ES 3.d Identify and adapt to the impacts of climate change on natural systems, human health, public safety, county operations, infrastructure and the economy	• Percent of capital projects considering climate adaption in their design
	ES 3.e Advance policies and programs that simultaneously reduce climate pollution and improve health	• King County particulate emissions • Miles of bike paths and sidewalks installed

Environmental Sustainability (continued)
Safeguard and enhance King County's natural resources and environment

Objectives for ES4	Strategies	Strategic Targets
Minimize King County's operational environmental footprint King County government's carbon emissions, energy use, and water use	ES 4.a Incorporate sustainable development practices into the design, construction and operation of county facilities and county-funded projects	• LEED certification on new eligible county-built and financed building projects • Percentage of carbon reduced by using green construction materials • Percent of non-LEED eligible capital projects that utilize the Sustainable Infrastructure scorecard • Degree that Executive Order energy use reduction targets are achieved
	ES 4.b Measure energy usage in county facilities and use this information to guide conversation investments	• Energy use at county facilities
	ES 4.c Invest in alternative fuel transit and fleet vehicles to reduce emissions, fuel use, and fuel costs	• Energy use reductions by Metro bus fleet • Replacement of conventional buses and fleet vehicles with alternative fueled vehicles • Percentage of county fleet powered by alternative energy
	ES 4.d Create resources from wastewater and solid waste disposal	• Wastewater resource recovery (reclaimed water, biogas, biosolids) • Resource recovery from solid waste facilities (methane)
	ES 4.e Encourage King County employees to reduce their environmental impact	• Percent of county employees commuting to work by means other than SOV • Percent of eligible county employees participating in alternative work schedules/telecommuting • Commute trip reduction

Service Excellence

Establish a culture of customer service and deliver services that are responsive to community needs

Objectives for SE1	Strategies
Improve our customers' satisfaction with King County • Percent of resident survey respondents who feel that county employees are courteous, polite and helpful • Percent of resident survey respondents who feel that county employees are helpful when solving problems • Percent of resident survey respondents satisfied with local county services: utility services; policy/sheriff protection; stormwater management; animal care and control; road and bridge construction/maintenance; building permits and inspections; local parks; economic development and business services; community planning	SE 1.a Make customer service a primary focus for all county employees SE 1.b Gather customer feedback regarding service delivery and report results as part of the county's performance management system SE 1.c Improve local service delivery

Objectives for SE2	Strategies
Build a culture of performance and improve the effectiveness and efficiency of county programs, services, and systems • Percent of employees who agree that King County strives to provide high quality customer service • Percent of employees who agree that King County is open to new ideas to improve the way we work • Percent of employees who are familiar with their department, division or agency's performance measures • Percent of resident survey respondents who are satisfied with the overall quality of services provided by King County • Percent of resident survey respondents who are satisfied with the overall value of county services for taxes/fees	SE 2.a Implement a unified management system for county operations including budgeting, performance management, service delivery, and strategic planning SE 2.b Adopt new technologies and processes that allow county agencies to work more effectively and efficiently SE 2.c Establish accountability at every level of service delivery SE 2.d Provide cost effective, accountable, and responsive internal services

Service Excellence (continued)

Establish a culture of customer service and deliver services that are responsive to community needs

Objectives for SE3	Strategies
Foster an ethic of working together for One King County • Percent of employees who agree that departments and agencies in King County are working together to achieve common goals	SE 3.a Engage in partnerships to solve problems, expand services, and inform decision-making
	SE 3.b Define King County's role in regional issues as a leader, equal partner, participant, or facilitator
	SE 3.c Actively participate in and strengthen regional organizations and policy bodies
	SE 3.d Strengthen King County's collaborative role with cities and communities
	SE 3.e Improve collaboration internally, including among the county's elected leadership, across departments, and with employees

Objectives for SE4	Strategies
Increase access to King County services, personnel, and information • Percent of resident survey respondents who feel that King County is easy to contact • Percent of resident survey respondents who feel that the county website makes it easy to find information	SE 4.a Provide information and services that are culturally and linguistically appropriate
	SE 4.b Create single points-of-contact for residents, clients, and other partners
	SE 4.c Create a Web site that is easy to navigate and provides needed services
	SE 4.d Consider fairness and opportunity for all in policy, budget, and decisions

Financial Stewardship

Exercise sound financial management and build King County's long-term fiscal strength

Objectives for FS1	Strategies	
Keep the county's cost of doing business down, including keeping growth in costs below the rate of inflation • Discrepancy between revenues and expenditures at Proposed Status Quo Budget • Percent of population annexed vs. annexable population	FS 1.a	Partner with the county's workforce to improve productivity and identify ways to contain the growth of future costs
	FS 1.b	Work with cities to identify opportunities to provide services more efficiently, such as contracting
	FS 1.c	Transition the governance and fiscal responsibility for local services in urban unincorporated areas to cities
	FS 1.d	Pursue technologies that improve service while reducing the cost of delivery

Objectives for FS2	Strategies	
Plan for the long-term sustainability of county services • King County bond ratings • Current Expense ending undesignated fund balance as a percentage of revenues	FS 2.a	Manage the county's assets and capital investments in a way that maximizes their productivity and value
	FS 2.b	Develop and implement a long-term financial plan that reflects service levels desired by the public
	FS 2.c	Establish policies regarding the use and long-term health of financial reserves, including the county's rainy day fund
	FS 2.d	Advocate for a more diversified revenue base and implement financial policies that address variability in revenue growth
	FS 2.e	Partner with cities to leverage state and federal resources
	FS 2.f	Assess county taxes through fair and equitable application of tax law
	FS 2.g	Encourage entrepreneurship, grant-seeking, and leveraging private sector talent and resources

Financial Stewardship (continued)

Exercise sound financial management and build King County's long-term fiscal strength

Objectives for FS3	Strategies	
Provide the public with choices about which services King County delivers within existing resources and for which services they would like to provide additional funding	FS 3.a	Clearly define the services King County will provide, to whom, and at what level, focusing on quality, timeliness, and cost
	FS3.b	Use public input, including voter approved levies when appropriate, to make decisions about which products, services, and projects are provided

Public Engagement
Promote robust public engagement that informs, involves, and empowers people and communities

Objectives for PE1	Strategies
Expand opportunities to seek input, listen, and respond to residents • Percent of employees who feel that King County seeks feedback/input from customers • Percent of resident survey respondents who feel that residents can participate in county decisions	PE 1.a Develop communication channels that will allow all residents ongoing opportunities to be heard and receive a timely and appropriate response
	PE 1.b Increase and improve the use of new technology and social media tools for citizen involvement
	PE 1.c Ensure that communication, outreach and engagement efforts reach all residents, particularly communities that have been historically under-represented

Objectives for PE2	Strategies
Empower people to play an active role in shaping their future • Percent of resident survey respondents who feel that the county is willing to be influenced by residents • Percent of resident survey respondents who feel that residents can improve King County's well-being • Percent of employees who feel that customer input influences decisions in King County	PE 2.a Provide accurate, secure, and accessible elections
	PE 2.b Promote meaningful community participation in decisions that affect their community

Objectives for PE3	Strategies
Improve public awareness of what King County does • Percent of residents who answer "don't know" for opinion on overall quality of county services	PE 3.a Develop guidelines and standards for public engagement and education for use by all county agencies
	PE 3.b Create a countywide plan to coordinate communication across different lines of business
	PE 3.c Use public outreach to better communicate who we are and what we do

Quality Workforce

Develop and empower King County government's most valuable asset, our employees

Objectives for QW1	Strategies
Attract and recruit a talented county workforce • Percent of employees who would recommend King County as a good place to work	QW 1.a Promote King County as an employer of choice
	QW 1.b Promote the value of customer service excellence in hiring and recruiting activities
	QW 1.c Promote equity, social justice, and transparency in hiring and recruiting activities
	QW 1.e Reduce the time to fill positions

Objectives for QW2	Strategies
Develop and retain quality employees • Percent of employees who are satisfied with their job • Percent of employees who feel that employees are treated with respect • Percent of employees who feel their work contributes to the success of King County	QW 2.a Provide for career growth opportunities
	QW 2.b Promote the development of employees to ensure continuity of government services
	QW 2.c Build leadership and professional skills within our workforce
	QW 2.d Promote wellness and work/life balance initiatives, policies, and programs that contribute to an increase in healthy hours worked
	QW 2.e Implement training and development programs to help achieve county goals

Quality Workforce (continued)
Develop and empower King County government's most valuable asset, our employees

Objectives for QW3	Strategies
Utilize employees in an efficient, effective, and productive manner • Percent of employees who feel they have a clear understanding of what is expected of them to do their job • Percent of employees who are familiar with their department, division or agency's mission and goals • Percent of employees who feel they receive information from King County that is needed to do their job • Percent of employees who feel they have the opportunity to make suggestions to improve the county's work and the work environment of King County • Percent of employees who feel that King County is open to new ideas to improve the way the county works	QW 3.a Seek employee collaboration on cost reduction, service improvement, and problem-solving
	QW 3.b Enable employee health and safety
	QW 3.c Recognize employees for high-performance, good customer service, innovation, and strategic thinking
	QW 3.d Promote the use of technology to maximize productivity and efficiency
	QW 3.e Communicate decisions, important issues, goals, and expectations
	QW 3.f Ensure effective partnerships with our workforce, including timely resolution of bargaining and related issues
	QW 3.g Develop ongoing communication channels to solicit employee input and participation

King County

Alternative formats available.

Please call 206-263-9600 or TTY 711.