

Facilitator's Summary

Innovation is the key word of the day. The King County Council is ready and willing to embrace innovation. They want to be the type of leaders who host conversations that lead to solving problems together. They want to explore new and creative ways to fund priority services. They want to tackle cost-drivers and root causes of persistent issues that plague the system.

Their long-term, policy priorities are highly consistent with the public priorities. They want innovative ideas to “flower” for their immediate priorities such as: road improvements, closing the structural gap of the general fund deficit, promoting economic development and family wage jobs, funding adequate housing and treatment for those who have mental health and drug dependency challenges, and combatting inequity and income disparity.

The Council will continue to refine their policy and strategic innovation priorities until final adoption in March/April 2014.

Meeting Purpose

Seven members of the King County Council attended a full day workshop on January 22, 2014 to discuss and prioritize the issues most pressing and important to them as a group. While each member has individual priorities for their district, this workshop was intended to identify what policy (long term) and strategic priorities (short-term) they have in common.

The Council compared their draft priorities with the priorities in the current strategic plan as well as the public priorities - and analyzed where there might be gaps or inconsistencies. They also prioritized a list of strategic innovation priorities that they plan to focus on over the next several years.

In addition, the Council brainstormed financial innovations and possible alliances that could help them with achieving their strategic priorities.

June 2013 Strategy Workshop

This meeting was designed to build off of the Council's June 2013 Strategy Workshop. In June, the Council drafted three high-level priority goal areas, including:

- Invest in the livability and sustainability of the county
- Run an effective, efficient and accountable government
- Improve the business climate so ALL people benefit

At that time, they also stated their collective desire to fundamentally shift their role to be a “convener’s of conversations” and spend their time pulling the right people together to tackle tough problems.

The King County Council agrees to use their power as government leaders to be a convener of conversations that leverage our community assets to solve problems.

These notes blend the results of both the June 2013 and January 2014 workshops.

Vision and Policy Priorities

The Council reviewed the vision and policy priorities (VIPs) of the current county strategic plan. The facilitator also shared the results of a new study prepared by the King County Office of Performance, Strategy and Budget called “Public Perspectives and Priorities for the Future of King County.” A draft copy was provided to the Council.

In comparing the current VIPs and the public priorities, the Council concurred they were highly aligned. The one policy area they felt missing from the public priorities was in regards to Community Health. They also noted a disconnect with the term “fiscally responsible” in the mission statement and what their constituents are telling them. With very few edits to the public priority list, the Council policy priorities are:

Draft Council Policy Priorities

- 1. Invest in the livability and sustainability of the county**
 - a) **Safety** – Increase patrol in high crime areas, enforce laws, and enhance prevention through social services.
 - b) **Housing** – Increase access to quality housing that is affordable and near quality job opportunities.
 - c) **Equity** – Eliminate discrimination and create equal opportunities for *everyone*.
 - d) **Healthy Environment** – Preserve open space and rural character and address threats to our environment, such as climate change.
 - e) **Community Health** – Protect the health of communities and ensure a network of services is available to those that need it most.

- 2. Improve the business climate so ALL people benefit**
 - a) **Mobility** – Create a seamless network of transportation options to get people where they need to go, when they need to get there.
 - b) **Economic Vitality** – Increase access to quality job opportunities in all areas of the county for all people.

- 3. Run an effective, efficient, transparent and accountable government**
 - a) **Coordinate for one King County** – Collaborate with other local governments, businesses, and community organizations to share resources and find regional solutions that recognize local needs.
 - b) **Engage the public meaningfully and authentically** – Inform the public about county services and operations, ask what they want, listen to what they have to say, and respond to their concerns.
 - c) **Continue efforts to be efficient and effective** – Don’t lose sight of our efforts to be lean in our operations as we consider new roles for the county in solving economic, housing, discrimination, and other complex problems facing our communities.

Prioritizing Strategic Innovation Priorities/Plans

Strategic innovation priorities are the issue areas that the Council wants to focus their attention on over the next several years, and will need additional planning and strategic efforts.

In reviewing the current immediate priorities (now referred to as strategic innovation priorities or SIPs), the Council noted that they appeared to be mostly administrative and do not properly address what the public values.

The Council reviewed a list of 28 possible strategic innovation issues compiled from Executive-Council lunches, the “list of horrors”, the legislative agenda, and other Council identified issues. Their task was to add, edit and delete the original list, with a goal of narrowing the list to 20 issues.

Following is the original list of potential SIPs and the Council’s changes to the list.

Original List of Potential SIPs

	Changes
1. Health and human services integration and declining human service revenues	Health and human services integration (combine declining revenues into a new Financial Sustainability).
2. Youth Action Plan	Combine with 3.
3. Readiness to learn for years 0-5	Combine with 4.
4. Integration and increased effectiveness of Re-entry/recidivism/Community Corrections	No changes.
5. Public defense transition	No changes.
6. Employer of the Future	Delete. Need more information on what this is.
7. 10 year plan to End Homelessness revamp	No changes.
8. Economic development	No changes.
9. Growing grapes in Western WA	Delete. Being addressed by different body.
10. Climate change and the Strategic Climate Action Plan	No changes.
11. Waste to Energy	Solid waste comp plan and waste to energy.
12. General Fund deficit	Combine with part of 1, 15, 17, 18 into Financial Sustainability.
13. Roads Fund deficit and the Strategic Plan for Road Services	Road fund deficit/Strategic Plan for Road Services/Transportation Benefit District. Combine with 16.
14. Increasing demand on Mental Health Fund and Mental Illness and Drug Dependency assistance	Combine with 24.
15. Unstable Public Health revenues	Combine with part of 1, 12, 17, 18 into Financial Sustainability.
16. Transit cuts	Road fund deficit/Strategic Plan for Road Services/Transportation Benefit District. Combine with 13.
17. Stagnated county airport revenues	Change to County Airport Strategic Plan. Combine with part of 1, 12, 15, 18 into Financial Sustainability.
18. Reduced revenues for Surface Water Management	Combine with part of 1, 12, 15, 17 into Financial Sustainability.
19. Radio Replacement Project	No changes.
20. Eastside Rail Corridor	Delete. Being addressed by different body.
21. Duwamish Cleanup	No changes.
22. Annexation/Unincorporated Area service delivery	No changes.
23. Green River System wide Improvement Framework	Delete. Being addressed by flood district.
24. Involuntary commitment	Combine with 14.
25. Local food economy	Delete.
26. Passenger ferries	Delete. Being addressed by ferry district.
27. System-wide tolling	Delete. This is a state legislative issue.
28. Joint planning with Woodinville	Delete.
29. Combatting inequity and increasing opportunities	New.
30. Technology challenges	New.
31. Collective bargaining	New.

King County Council
Strategy Workshop – January 2014
Facilitator Notes

The Council successfully narrowed the original list to 17 strategic innovation issues. Their next task was to rate each of the 17 issues with three different criteria: Importance to my district, importance to the region, and county government’s ability to influence.

The rating scale was from 1-10, with 10 being the highest score. The highest total combined score for all three was 30. Following is the revised and prioritized list of the 17 issue areas. The Council spent most of their time discussing the eight top-rated issues.

Revised and Prioritized SIPs

	Median Scores			
	Important to my district	Important to the region	Ability to Influence	Total
1. Roads Fund deficit/Strategic Plan for Road Services/TBD/Transit	10.0	10.0	8.0	28
2. Fiscal Sustainability (general deficit, health/human services, public health, surface water, county airport)	8.0	9.0	9.0	26
3. Economic development	9.0	10.0	3.0	22
4. Solid Waste Comp Plan and Waste to Energy	5.0	7.0	9.0	21
5. Health and human services integration	3.0	8.0	9.0	20
6. Increasing demand on Mental Health Fund and Mental Illness and Drug Dependency assistance/Involuntary Commitment	7.0	7.0	5.0	19
7. Combatting inequity and increasing opportunities	6.0	8.0	5.0	19
8. Youth Action Plan and Readiness to Learn	5.0	7.0	6.0	18
9. 10 year plan to End Homelessness revamp	6.0	6.0	5.0	17
10. Annexation/Unincorporated Area service delivery	2.0	8.0	7.0	17
11. Integration and increased effectiveness of Re-entry/recidivism/Community Corrections	4.5	5.0	7.0	16.5
12. Public defense transition	3.5	4.0	9.0	16.5
13. Radio Replacement Project	3.0	5.0	8.0	16
14. Technology challenges	3.0	6.0	7.0	16
15. Climate change and the Strategic Climate Action Plan	6.0	6.0	2.0	14
16. Duwamish Cleanup	4.0	5.0	4.0	13
17. Collective Bargaining	4.0	4.0	5.0	13

Discussion of Prioritized SIPs

The Council discussed the top six strategic innovation issues that had the highest importance scores, ranking the highest in both importance to my district and to the region.

Roads Fund deficit/Strategic Plan for Road Services/Transportation Benefit District/Transit

Importance rating: 20 Influence rating: 8

The road fund deficit and ability to improve rural roads and transit services was the top rated issue of importance for both individual districts and the region. The Council discussed the proposed transportation improvement district, and how, if approved, will help with some of the transit issues – but certainly does not address all of the county’s mobility issues. The Council believes that roads are the county’s best investment to improve economic development, and something that is within their ability to influence. The Council wants a strategic plan that outlines how the county plans to increase road funds. The plan should evaluate a range of innovative financing options such as community bonding or tolling.

Fiscal Sustainability (general fund, health/human services, public health, surface water, county airport)

Importance rating: 17 Influence rating: 9

Of the five fiscal issues that were lumped together in this category, the general fund deficit was the Council’s leading concern. They are pleased with the progress in reducing the structural gap, but want to close the gap, particularly on the revenue side. The Council wants a strategic plan that outlines innovative way to increase revenues to the county, including but not limited to:

- identifying and addressing key cost drivers to high costs systems such as public safety (e.g. inmate cost of health care because they are no longer eligible for Medicaid)
- advocating for additional financing tools from the state legislature
- reducing health care costs
- increased tax revenues from increased economic activity
- creative financing tools such as community bonding or social impact bonds.

The Council watched a short 10 minute video “Ted Talk” on social impact bonds that they were particularly interested in. http://www.ted.com/talks/toby_eccles_invest_in_social_change.html

Economic Development

Importance rating: 19 Influence rating: 3

This issue received the second highest rating in importance, yet Council believes the county has limited ability to influence improvements. As mentioned above, improvements to the road and transit system is their greatest contribution to ensuring access to jobs and commerce. Nonetheless, the Council wants to explore other ways that the county might be able to influence more quality, family-wage jobs, an increase in the depth and diversity of commerce so as to weather economic downturns, and more leveraging of our assets, such as our natural environment, our airport and convention center.

Increasing demand on Mental Health Fund and Mental Illness and Drug Dependency assistance/Involuntary Commitment

Importance rating: 14 Influence rating: 5

The Council is concerned with the lack of housing and treatment for people with mental health challenges, as well as those with drug dependencies. Understanding that these are complex populations, the Council believes it will take more than 2 years to address this issue. The Council wants to get started by identifying innovative funding strategies that will increase housing and treatment for this population, which is expected to reduce costs and pressure on the jail system and emergency rooms.

Combatting inequity and increasing opportunities

Importance rating: 14 Influence rating: 5

The Council wants a plan for upward mobility – for all races, religions and abilities in all districts. They want the middle class to prosper, people to move out of poverty, and the structural causes of classism and racism to be removed. They want to increase the number of healthy years residents live specifically in underrepresented districts, and ensure a fair and accessible justice system.

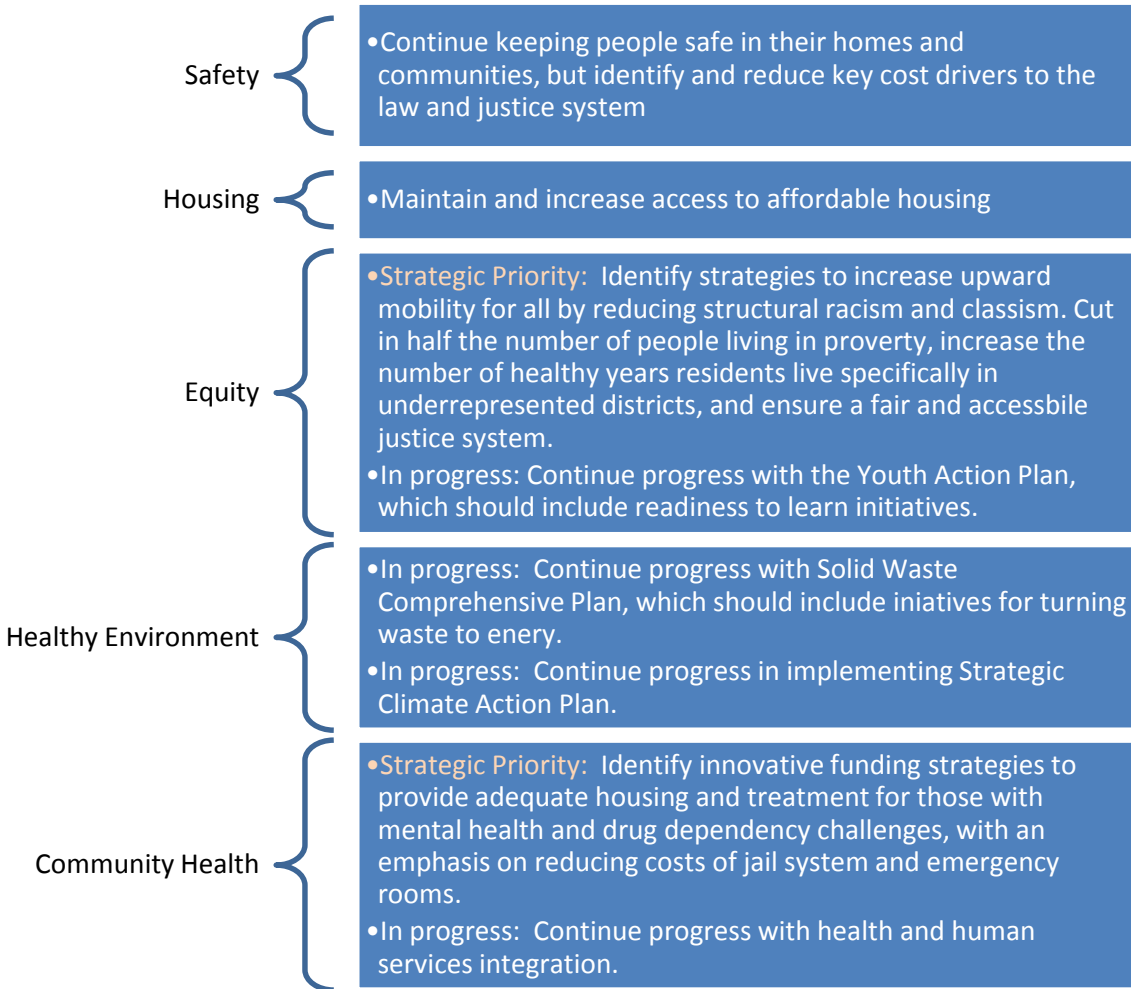
Youth Action Plan/Readiness to Learn:

Importance rating: 12 Influence rating: 6

The Council recognizes that progress is being made on the Youth Action Plan, which includes strategies for ensuring children enter the school system ready to learn. The Council considers this initiative central to combatting inequity and increasing opportunities for youth, and wants to continue its progress.

Summary of Council Priorities

Invest in the livability and sustainability of the county



Improve the business climate so ALL people benefit

Mobility {
• **Strategic Priority:** Identify innovative financing strategies to improve roads in the county, particularly the rural area. Strategies should have a particular emphasis on commerce and access to jobs, including but not limited to the transportation improvement district.

Economic Vitality {
• **Strategic Priority:** Identify innovative strategies to increase good family wage jobs while promoting depth and diversity in commerce.

Run an effective, efficient, transparent and accountable government

Coordinate for One King County {
• **In progress:** Continue progress with aligning county priorities, with a focus on identify and partnering with key partners.

Authentic Engagement {
• **Strategic Priority:** Design an infrastructure that supports Council's desire to be "leaders in conversation" - hosting conversations where neighborhoods, businesses, non-profits, schools and universities, hospitals, cities and other stakeholders understand and solve complex problems together.

Efficient/Effective {
• **Strategic Priority:** Identify innovative funding strategies to stabilize structural budget problems, with a focus on closing the structural gap in the general fund deficit.
• **In progress:** Continue progress with improving internal processes, including a focus on the timeliness of our decision making processes – from the front line to Council decisions; and elimination of duplicative and unproductive regulations while preserving regulations that sustain our livable communities.

Next Steps

Members of the Council will schedule meetings with County Executive over the next several months to discuss and align policy and strategic priorities.

The final policy and strategic priorities will be up for adoption by the Council in March/April 2014.

The next strategy workshop for the Council will be in June 2014.