



**KING COUNTY**

1200 King County Courthouse  
516 Third Avenue  
Seattle, WA 98104

**Signature Report**

**September 24, 2013**

**Motion 13977**

**Proposed No. 2013-0362.1**

**Sponsors Patterson**

1           A MOTION adopting a work plan regarding the update of  
2           the King County Strategic Plan in compliance with the  
3           2013 Budget Ordinance, Ordinance 17476, Section 19,  
4           Proviso P2.

5           WHEREAS, the 2013 Budget Ordinance, Ordinance 17476, Section 19, Proviso  
6           P2, requires the executive to transmit a motion and a report in the form of a work plan by  
7           August 1, 2013, and

8           WHEREAS, the work plan must address how to update the King County Strategic  
9           Plan, and

10          WHEREAS, the work plan shall provide for collaboration of the executive and  
11          council throughout the update process, engagement of separately elected King County  
12          government officials, and include a community engagement process to inform the update  
13          of the Strategic Plan, and

14          WHEREAS, the report describes a description of the approach to reviewing  
15          policies in the Strategic Plan with an emphasis on the council's role in prioritization, a  
16          description of the community engagement process, proposed timelines and milestones  
17          and resource needs;

18          NOW, THEREFORE, BE IT MOVED by the Council of King County:

19           The report, in the form of a work plan, relating to the update of the King County  
20 Strategic Plan in compliance with the 2013 Budget Ordinance, Ordinance 17476, Section  
21 19, Proviso P2, which is Attachment A to this motion, is hereby adopted.  
22

Motion 13977 was introduced on and passed by the Metropolitan King County Council on 9/23/2013, by the following vote:

Yes: 8 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,  
Ms. Lambert, Mr. Dunn, Mr. McDermott and Mr. Dembowski  
No: 0  
Excused: 1 - Ms. Patterson

KING COUNTY COUNCIL  
KING COUNTY, WASHINGTON

  
\_\_\_\_\_  
Harry Gossett, Chair

ATTEST:

  
\_\_\_\_\_

Anne Noris, Clerk of the Council

**Attachments:** A. Work Plan for King County Strategic Plan Update

## WORK PLAN FOR KING COUNTY STRATEGIC PLAN UPDATE

### Scope of Update:

This work will guide the first official update to the King County Strategic Plan (KCSP) since its adoption on July 25, 2010. Given the breadth, comprehensive, and enduring nature of the KCSP as adopted, the scope of the update will be: 1) to identify the critical, cross-cutting, strategic priorities the County needs to focus on in the 2015-2019 planning period and 2) to refine the structure and language of the KCSP as needed based on the direction provided by the Performance Management Action Team; input from the communities we serve; and County leadership. The underlying assumption is that the overall content of the plan including mission, vision and high level goal statements are not likely to change in substance.

### Method:

The update to the KCSP will occur in three phases:

Phase 1: Initial Assessment and Prioritization Possibilities

Phase 2: Community Dialogue on Progress to Date and Future Priorities

Phase 3: Synthesize, Prioritize and Revise KCSP

All phases will be designed to promote cross-branch collaboration and organizational learning in a systematic and reproducible way. Equity and social justice considerations will be integrated into all phases as will the findings of the Performance Management Action Team (PMAT). The KCSP update will serve as a transition effort to the planning cycle envisioned in PMAT for the County and provide the opportunity “check in” on current implementation efforts in an effort to guide future focus areas.

### **Phase 1:**

**“Taking stock and looking to the future”--Internal Assessment and Options for future priorities**

Schedule: June-August 2013

Purpose: Phase 1 will be a collaborative, multi-step, inter-branch process designed to re-engage county leadership at the department, agency, and elected level in strategic planning for the next planning period 2015-2019.

### Method:

1. Goal area assessment and options for future priorities

The high level assessment and prioritization process will begin with focused, facilitated discussions of efforts and priorities to date in each of the KCSP goal areas. Review of AIMS High, community and employee surveys and other County performance data will be part of the retrospective focus along considerations of key County initiatives and challenges encountered during the current planning period. After taking stock, the teams will assess changed conditions, gaps and opportunities that should be considered as potential strategic focus areas for the 2015-2019 planning period.

Discussion participants will include Council staff, Executive office staff, department and agency leadership with primary roles in the goal area. Specific attention will be paid to issues of equity and social justice considerations within the goal area, both retrospectively and prospectively. The deliverables resulting from these discussions will be short white papers that summarize the efforts and accomplishments to date, highlight key strategic focus areas within the current planning period, and posit options for strategic focus areas for the 2015-2019 planning period that will be primary documents for council and separately elected official engagement and public engagement. These white papers will be converted into presentation materials as well for the King County Council.

## 2. Elected Level engagement in options for future priorities

The King County Executive along with his Executive Cabinet and leadership team reviewed the work of the goal teams to assess cross goal opportunities that may warrant higher priority. This initial synthesis, along with the work of the goal area discussions, was presented to the King County Council for use in Committee of the Whole Meetings and at Council retreat the week of June 17. Anticipated deliverables from the Council retreat include refinement of the Options for future priorities as well as Council confirmation of 2013-14 priority focus areas.

The options for future priorities deliverable will be a key input for the community engagement phase of the update. While discussions and feedback regarding specific strategies may arise in this phase, consideration of specific changes to the structure and language of the plan will occur in Phase 3.

### Key deliverables:

- High level summaries of efforts and results to date by KCSP goal
- Identification of priority focus areas within the current planning period
- Options for priority focus areas to be considered for 2015-2019

Resources: Phase 1 required resources consists of County staff and leadership time to both design and participate in robust conversations about progress and priorities.

### **Phase 2: “Validating KCSP direction and aligning County strategic priorities with community expectations” -- Community Engagement on Efforts to date and Future Priorities**

#### Schedule:

Community engagement process design, June-August 2013

Community Engagement Implementation, September-November 2013

Purpose: The purpose of the community engagement phase is to re-connect with the communities we serve and partner with to share progress to date in implementing the KCSP and gather input about strategic direction and focus in the future planning period and biennial budget investments.

Method: Build and improve on the 2009 community engagement approach for the KCSP that utilized a combination of broad general community meetings, community meetings specifically with under-represented communities, and a regional City-County summit as mechanisms for two way dialogue to share progress and discuss future options. In addition, as part of the design of the 2013 community engagement process, use of King County Boards and Commissions and the community service areas will be considered as new opportunities for community feedback. Electronic engagement and “crowd sourcing” software will also be considered to allow for alternate public engagement approaches.

Resources: This phase of the KCSP will require expenditures for consulting, logistical and staffing resources including:

- Administrative support for logistics including meeting spaces, food, hosting, set up, etc
- County staff support for community meeting facilitation
- Consulting/contracted support for meeting design and outreach in underrepresented communities
- Translation and interpretation services
- Outreach and publicity resources for community meetings

Key Deliverables:

- Community input regarding KCSP direction and priorities.

**Phase 3: “Converting organizational learning and feedback into policy direction”--  
Synthesize, Confirm Priorities and update the KCSP**

Schedule: November – February 2013

Purpose: Phase 3 will integrate the internal and external input generated in Phases 1 and 2 and generate specific proposals to amend the King County Strategic Plan both in content and potentially in structure. In addition, Phase 3 will be the process in which strategic priorities for the 2015-2016 biennial budget and 2015-2019 will be decided on by County leadership consistent with PMAT

Method: Consistent with the Proviso and PMAT principles, Phase 3 will be a collaborative, multi-step, inter-branch process designed to engage County leadership at the department, agency, and elected level in an evaluation of the input generated in Phase 1 and Phase 2 to inform specific changes to the KCSP.

The detailed approach for developing proposed changes to the KCSP will be refined over the summer and early fall. However, in general the final phase of work will again start by goal area involving representation from across County governmental branches, departments, agencies and offices. Operational and elected County leadership will also undertake review and refinement of the KCSP using a cross-goal area lens. A key milestone will be the Executive/Council retreat in the 1<sup>st</sup> quarter of 2014 when

Deliverables:

- Proposed changes to the King County Strategic Plan consistent with PMAT
- Proposed strategic priorities for 2015-2019

Resources:

Phase 3 will be a County staff intensive phase the requiring the focus and attention of senior staff and County leadership across branches.

## KCSP Update Milestones

### 3rd Quarter 2013 – Undertake Collaborative Project Planning

- Internal Review of Progress to date and future strategic focus areas by cross functional teams for each goal area
- Council Retreat to review potential strategic priorities for next planning period
- Initial Community Engagement Planning
- County elected leadership consideration
- Detailed Community Engagement Planning
- Initiate community engagement

### 4th Quarter 2013 – Conduct community engagement

- Synthesize and integrate Community Input
- Continued refinement of recommendation of 2015-2019 priorities by goal area

### 1st Quarter 2014 –

- Reconvene Goal Teams for review of input and begin detailed review of KCSP language and structure
- Continued work on plan refinements and 2015-2019 priorities
- Council/Executive Retreat in late January 2014 to look at consider recommended strategic priorities and another plan changes
- Follow up on direction from Retreat in final recommended changes to the Plan

### 2nd Quarter 2014 –

- Complete Official Transmittal of KCSP Plan Changes
- Council considers changes to the KCSP and provides for additional public engagement
- Updated King County Strategic Plan to guide 2015-16 budget and business planning work