



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

March 3, 2015

Motion 14317

Proposed No. 2014-0415.2

Sponsors McDermott

1 A MOTION adopting the King County Vision, Mission,
2 Guiding Principles, Goals and Strategic Innovation
3 Priorities.

4 WHEREAS, county government must continuously improve its management and
5 accountability so residents receive maximum value for their tax dollars, and

6 WHEREAS, in 2008, Ordinance 16202 created a countywide performance and
7 accountability system to promote a culture of accountability within King County
8 government, and

9 WHEREAS, in 2010, the executive proposed and the King County council
10 adopted Ordinance 16897 approving the King County Strategic Plan, 2010-2014, which
11 established the broad policy and management framework to unify and inform decision
12 making across all branches of King County government, and

13 WHEREAS, in 2012, Ordinance 17410 established a council and executive
14 interbranch performance management action team to review and make recommendations
15 on how to better translate the broad goals and objectives of the Strategic Plan to agency
16 operational and budgeting processes, and

17 WHEREAS, in June 2014, Ordinance 17834 established a new performance
18 management and accountability system and enacted the recommendations for the

19 performance management action team through the updating and rewrite of K.C.C. chapter
20 2.10, and

21 WHEREAS, Ordinance 17834 requires the executive to transmit legislation
22 containing the King County vision, mission, guiding principles, goals and strategic
23 innovation priorities for adoption by the King County council;

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

25 A. The King County Vision Statement, Mission Statement, Guiding Principles
26 and Goals and King County's Goals and Vision, 2015, Attachments A and B to this
27 motion, are hereby adopted.

28 B. The council requests the executive to establish cross-functional strategic teams
29 consistent with K.C.C. chapter 2.10 for each of the goals identified in Attachment A to
30 this motion in order to identify objectives for each of the identified goals and to carry out
31 the work specified in K.C.C. 2.10.104.

32 C. The council further requests the executive to collaborate with the council to

33 develop work plans for planning/policy gap areas identified in King County's Goals and
34 Vision, 2015, Attachment B to this motion.
35

Motion 14317 was introduced on 9/29/2014 and passed as amended by the Metropolitan King County Council on 3/2/2015, by the following vote:

Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,
Ms. Lambert, Mr. Dunn, Mr. McDermott, Mr. Dembowski and Mr.
Upthegrove
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Larry Phillips, Chair

ATTEST:



Anne Noris, Clerk of the Council

Attachments: A. King County Vision Statement, Mission Statement, Guiding Principles and Goals, updated February 12, 2015 (revised), B. King County's Goals and Vision, 2015, updated February 19, 2015 (revised)

King County Vision Statement, Mission Statement, Guiding Principles and Goals

Vision Statement: King County: a diverse and dynamic community with a healthy economy and environment where all people, businesses, and organizations have the opportunity to thrive

Mission Statement: King County government provides fiscally responsible, quality-driven local and regional services for healthy, safe, and vibrant communities

Guiding Principles:

Equitable and Fair	Address the root causes of inequities to provide for equal access to opportunities for all
Financially Sustainable	Align funding, policy and operational goals of King County government
Regionally Collaborative	Engage with partners, stakeholders, and public and private organizations to achieve goal
Quality Local Government	Provide effective, efficient local governance and services to unincorporated areas

Goals:

Mobility	Deliver a seamless network of transportation options to get people where they need to go, when they need to get there.
Safety and Justice	Provide for a safe and just community through proactive law enforcement and an accessible and fair justice system, while implementing alternatives to divert people from the criminal justice system
Health & Human Services	Improve the health and well-being of all people in our community
Economic Vitality	Increase access to family wage job opportunities throughout the county
Accessible, Affordable Housing	Increase access to quality housing that is affordable to all
Healthy Environment	Preserve open space and rural character while addressing climate change
Efficient, Accountable Regional and Local Government	Ensure that County government operates efficiently and effectively and is accountable to the public

King County's Goals	What King County is doing to achieve our goals		Guiding Principles that direct our efforts			
	Adopted Strategic Plans or Action Plans	Planning / Policy Gap (Work Underway)	Equitable and Fair Address the root causes of inequities to provide for equal access to opportunities for all	Financially Sustainable Align funding, policy and operational goals of King County government	Regionally Collaborative Engage with partners, stakeholders, and public and private organizations to achieve goals	Quality Local Government Provide effective, efficient local governance and services to unincorporated areas
Mobility Deliver a seamless network of transportation options to get people where they need to go, when they need to get there.	Strategic Plan for Road Services (SPRS) 2014-2024 <i>(Motion 14190 – July 2014)</i>		<ul style="list-style-type: none"> Maintain and preserve the road network in rural areas and provide for needed enhancements 	<ul style="list-style-type: none"> Address shortfall of up to \$260M/year while maintaining road safety 	<ul style="list-style-type: none"> Collaborate with other jurisdictions regarding funding sources 	<ul style="list-style-type: none"> Provide and maintain 1,500 miles of roads and 180 bridges in unincorporated area Address road flooding and other safety issues
	King County Ferry District Strategic Plan, 2014-2018 <i>(Res FD 2014-05.2)</i>		<ul style="list-style-type: none"> Integrate water taxi service with broader regional transportation system 	<ul style="list-style-type: none"> Integrate passenger-only ferries into County operation Address \$3.6M/year gap 	<ul style="list-style-type: none"> Evaluate passenger-only ferry expansion 	<ul style="list-style-type: none"> Provide high-quality passenger-only ferry service to King County residents
	Strategic Plan for Public Transportation/ Service Guidelines <i>(Ordinance 17641 – Aug 2013)</i>		<ul style="list-style-type: none"> Service Guidelines Task Force 	<ul style="list-style-type: none"> Seek funding to meet identified transit needs per Service Guidelines Special committee to address fare policy and sustainability issues 	<ul style="list-style-type: none"> Seattle/Metro Agreement Service Guidelines Task Force Long-range Plan 	<ul style="list-style-type: none"> Transit service in appropriate unincorporated areas, incl access to park and rides, van pools, alternative services Establish Transit Audit function
	Eastside Rail Corridor Regional Advisory Council <i>(Motion 13801 – Dec 2012)</i>		<ul style="list-style-type: none"> Mobility connection to link trails, housing and jobs between South/East county 	<ul style="list-style-type: none"> Seek private, state, federal funding in support of multiple public uses 	<ul style="list-style-type: none"> Continue to pursue collaboration in planning and development 	<ul style="list-style-type: none"> Multi-use vision for County-owned portions
Health & Human Services Improve the health and well-being of all people in our community		Youth Action Plan / Best Starts for Kids	<ul style="list-style-type: none"> Improve network of support from birth to adulthood, focus on underserved communities 	<ul style="list-style-type: none"> Potential ballot measure? 	<ul style="list-style-type: none"> Regional effort to define priorities (ballot measure?) 	<ul style="list-style-type: none"> Assess efficacy of County-funded services?
	Mental Illness & Drug Dependency (MIDD) Renewal <i>(PO 2015-0049)</i>		<ul style="list-style-type: none"> Focus on those with mental illness or drug dependency 	<ul style="list-style-type: none"> Potentially pursue MIDD levy renewal to provide funding for MIDD services 	<ul style="list-style-type: none"> Evaluate MIDD-funded programs and funding levels and develop plan for potential renewal in 2015 	<ul style="list-style-type: none"> Develop work plan to reach out to community and stakeholders on MIDD
		Health & Human Services Transformation	<ul style="list-style-type: none"> How reduce health inequities, improve health and human services outcomes? 	<ul style="list-style-type: none"> Goal to lower or control costs, invest in outcomes Leverage Affordable Care Act funding? 	<ul style="list-style-type: none"> Collaborate on funding and operational models for public health services and facilities? 	<ul style="list-style-type: none"> How best improve outcomes of County-funded services? Communities of Opportunity
Economic Vitality Increase access to family wage job opportunities throughout the county	Rural Economic Strategies (RES) Plan <i>(Ordinance 17956 – Dec 2014)</i>		<ul style="list-style-type: none"> Focus on minority, low-income, immigrant farmers 	<ul style="list-style-type: none"> Strengthen agricultural production and forestry areas 	<ul style="list-style-type: none"> Support collaborative efforts to benefit rural areas of county 	<ul style="list-style-type: none"> Establish action plan for achieving RES goals
		Regional economic development	<ul style="list-style-type: none"> How can county extend prosperity to all communities? How to connect jobs and housing (projects such as ERC) 	<ul style="list-style-type: none"> How better position county in the global marketplace? Role of KC Int'l Airport: Master Plan progress, potential expansion 	<ul style="list-style-type: none"> How coordinate with regional partners on economy? KC Aerospace Alliance ERC Regional Advisory Council Convention Center expansion 	<ul style="list-style-type: none"> How strengthen services and encourage local business development? Does the level of KCIA safety and security match the facility and regional needs?

Action Plan or Strategic Plan. Adopted County policy, which is being implemented to achieve the County's goals. Attention will focus on how the Action Plan or Strategic Plan is implemented. Additional funding may be needed.
 Planning/Policy Gap. An area in which a cross-functional strategic planning effort will be initiated to advance the County's goals and advance initiatives that will be reflected in future County budgets.
 Red, bolded type indicates items the Council may be addressing legislatively during 2015

King County's Goals	What King County is doing to achieve our goals		Guiding Principles that direct our efforts				
	Adopted Strategic Plans or Action Plans	Planning / Policy Gap (Work Underway)	Equitable and Fair Address the root causes of inequities to provide for equal access to opportunities for all	Financially Sustainable Align funding, policy and operational goals of King County government	Regionally Collaborative Engage with partners, stakeholders, and public and private organizations to achieve goals	Quality Local Government Provide effective, efficient local governance and services to unincorporated areas	
Safety and Justice Provide for a safe and just community through proactive law enforcement and an accessible and fair justice system, while implementing alternatives to divert people from the criminal justice system		Improve prevention and intervention services to keep people out of the criminal justice system; and improve outcomes for those in the criminal justice system	<ul style="list-style-type: none"> How reduce the involvement of community members in the criminal justice system? How reduce racial and ethnic disproportionality in the criminal justice system? 	<ul style="list-style-type: none"> Evaluate potential for additional prevention and intervention programs? Funding for recommendations from Transformation Plan, Youth Action Plan? 	<ul style="list-style-type: none"> Coordinate with partners on children's, community, human services, and justice issues? 	<ul style="list-style-type: none"> How improve prevention and intervention services, and outcomes in unincorporated county? Communities of Opportunity 	
		Involuntary Treatment (ITA) Court/Boarding	<ul style="list-style-type: none"> How can county focus on those with mental illness? 	<ul style="list-style-type: none"> Will State fund alternatives to psychiatric boarding? 	<ul style="list-style-type: none"> Possible legislative action? 	<ul style="list-style-type: none"> How can County provide appropriate mental health and drug/alcohol services? 	
		Comprehensive Emergency Management Plan (CEMP) <i>(Ordinance 17075 – May 2011)</i>		<ul style="list-style-type: none"> Prepare for, respond to, mitigate recover from emergencies and disasters 	<ul style="list-style-type: none"> Evaluate efficiency, effectiveness of OEM 	<ul style="list-style-type: none"> Convener role with respect to emergency preparedness 	<ul style="list-style-type: none"> County emergency services
		Puget Sound Emergency Radio Network (PSERN) <i>(PO 2015-0016 – Jan 2015)</i>		<ul style="list-style-type: none"> Provide emergency radio services to all people 	<ul style="list-style-type: none"> Seek funding to update regional radio network technology 	<ul style="list-style-type: none"> Working group to develop guidelines for transition to regional governance model for radio services 	<ul style="list-style-type: none"> Provide high-quality emergency radio services
		E-911/Public Safety Answering Points (PSAP) <i>(Motion 14252 – Dec 2014)</i>		<ul style="list-style-type: none"> Provide 911 services to all people 	<ul style="list-style-type: none"> Evaluate potential consolidation of PSAPs 	<ul style="list-style-type: none"> Evaluate options for technology and governance 	<ul style="list-style-type: none"> How effectively transition to NG-911 service? Audit of E-911
	KC Sheriff's Office Strategic Business Plan <i>(Motion 13724 – Sept 2012)</i>		<ul style="list-style-type: none"> Implement OLEO Support hiring to be reflective of the community 	<ul style="list-style-type: none"> Operate efficiently, evaluate technology, facility, staffing needs 	<ul style="list-style-type: none"> Continue service agreements with other jurisdictions 	<ul style="list-style-type: none"> Provide quality services and effective law enforcement in unincorporated areas 	
Accessible, Affordable Housing Increase access to quality housing that is affordable to all		Planning efforts on affordable housing and housing opportunities for those who are homeless	<ul style="list-style-type: none"> How assist those for whom housing is not affordable? How encourage innovative housing models, such as microhousing communities? 	<ul style="list-style-type: none"> What funding or regulatory approaches could address housing costs? 	<ul style="list-style-type: none"> How collaborate with other jurisdictions, organizations, and planning processes? 	<ul style="list-style-type: none"> Cross-functional examining zoning, building code, land use, and farmworker and senior and other housing needs 	
		Homeless Youth & Young Adult (YYA) Plan <i>(Motion 13999 – Nov 2013)</i>		<ul style="list-style-type: none"> Provide equitable access to services and parity in outcomes to LGBTQ youth and people of color among homeless YYA 	<ul style="list-style-type: none"> Seek philanthropic, regional, federal funding 	<ul style="list-style-type: none"> YYA Advisory Group and Stakeholders' Group 	<ul style="list-style-type: none"> Provide for the full spectrum of housing opportunities in unincorporated County
		Committee to End Homelessness Strategic Plan		<ul style="list-style-type: none"> What should the County be doing to address access to housing? 	<ul style="list-style-type: none"> What are the philanthropic, regional, state, federal funding to address needs? 	<ul style="list-style-type: none"> CEH Plan to be adopted in 2015 (possible KCC consideration) 	<ul style="list-style-type: none"> How will the full spectrum of housing opportunities be available in unincorporated County?

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Healthy Environment Preserve open space and rural character while addressing climate change	Strategic Climate Action Plan (SCAP) <i>(Motion 13777 – Dec 2012)</i>		<ul style="list-style-type: none"> Ensure sustainable communities and services for all people 	<ul style="list-style-type: none"> Seek grants, state, federal funding 	<ul style="list-style-type: none"> Update SCAP to articulate countywide targets KC-Cities Climate Collab. 	<ul style="list-style-type: none"> Address flooding and climate change impacts in unincorporated county
	Acquire and maintain a countywide parks, trails and open space system <i>(Ordinance 17568 – Apr 2013)</i> <i>(Ordinance 4341 – June 1979)</i>		<ul style="list-style-type: none"> Focus on open space, parks, and trail/transit connections in traditionally underserved areas 	<ul style="list-style-type: none"> 2013 voter-approved parks, open space & trails levy 1979 voter-approved Conservation Futures Tax 	<ul style="list-style-type: none"> Levy provides pass-through funding for local cities, Zoo Ongoing collaboration on trails, parks, open space Regional initiatives such as Green Duwamish Watershed and Eastside Rail Corridor 	<ul style="list-style-type: none"> Provide, maintain parks, trails and open space in unincorporated county, incl ERC Focus on economic development benefits to rural areas, such as Skykomish Valley Initiative
	Regional Wastewater Services Plan (RWSP) <i>(Ordinance 17480 – Dec 2012)</i>		<ul style="list-style-type: none"> Provide services to all communities within the service area 	<ul style="list-style-type: none"> WTD debt status and long-range capital plans Review of CSO, other capital projects Cost estimating transparency improvements 	<ul style="list-style-type: none"> Regular review by RWQC Policy coordination with local jurisdictions and stakeholders WaterWorks grant program re-instated Update RWSP policies 	<ul style="list-style-type: none"> Wastewater services provided within service area, including unincorporated King County, via city and special district contracts
	2014 Stormwater Management Program Plan 2013 King County Flood Hazard Management Plan <i>(Ordinance 17697 – Nov 2013)</i>		<ul style="list-style-type: none"> Provide services to all communities within the service area 	<ul style="list-style-type: none"> Evaluate Surface Water Management fee level 	<ul style="list-style-type: none"> Coordinate with cities and local districts on surface water management Coordinate with Flood Management District 	<ul style="list-style-type: none"> Address road drainage and surface water management in unincorporated county
	Solid Waste Comprehensive Management Plan <i>(Update plan in 2016)</i>		<ul style="list-style-type: none"> Provide service to all communities within the service area 	<ul style="list-style-type: none"> Multi-family and self-haul recycling options/evaluation 	<ul style="list-style-type: none"> Solid Waste Transfer and Waste Management Plan update w/ ILAs 	<ul style="list-style-type: none"> Transfer Station plans
Efficient, Accountable Regional and Local Government Ensure that County government operates efficiently and effectively and is accountable to the public	Performance Management and Accountability System <i>(Ord 17834 – June 2014)</i>		<ul style="list-style-type: none"> Implement PMAS consistent with fair & just principle 	<ul style="list-style-type: none"> Update Strategic Plan including measurable objectives 	<ul style="list-style-type: none"> Incorporate regional collaboration as part of goals and objective 	<ul style="list-style-type: none"> Demonstrate accountability in budgeting and management
	Continuous Improvement <i>(PO 2014-0162)</i>		<ul style="list-style-type: none"> Use ESJ lens in assessing and improving processes 	<ul style="list-style-type: none"> Evaluate Lean implementation 	<ul style="list-style-type: none"> Incorporate Lean thinking into County operations 	<ul style="list-style-type: none"> Embed Lean to continuously improve service delivery
		Employer of the Future	<ul style="list-style-type: none"> How can KC increase diversity in hiring? 	<ul style="list-style-type: none"> How can KC maintain its competitiveness? 		
		General Fund Structure		<ul style="list-style-type: none"> Seek legislation to address structural gap? 	<ul style="list-style-type: none"> Opportunities for partnership models to achieve goals? 	<ul style="list-style-type: none"> Level of service standards Plan for service delivery budget
	Equity and Social Justice (ESJ) Plan	<ul style="list-style-type: none"> Develop plan to prioritize ESJ goals and strategies 	<ul style="list-style-type: none"> How incorporate ESJ planning into budget development? 	<ul style="list-style-type: none"> How define county's role in regional and national efforts to promote equity? 	<ul style="list-style-type: none"> How link service delivery to determinants of equity? 	

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