2011-0307

Attachment A

King County

Performance Measurement Plan

for the

King County Strategic Plan, 2010-2014

Prepared by the

King County Office of Performance, Strategy and Budget

June 30, 2011

Introduction

King County Ordinance 2010-0274 adopted the King County Strategic Plan (KCSP) and called for a number of actions to implement the plan. Section 2 called for convening the Performance and Accountability Group to promote unified approaches to KCSP implementation. Section 3 called for Executive transmittal of a strategic plan implementation update including implementation structures, key milestones, and status of the plan. The Office of Performance, Strategy and Budget has fulfilled these requirements.

This report fulfills the requirements described in Ordinance 2010-0274, Section 4:

A. Accountability and transparency are paramount to the King County Strategic Plan, 2010-2014 and, as such, measurement of the plan is critical. To facilitate countywide measurement methodology, the office of strategic planning and performance management[1] shall transmit a performance measurement plan for the King County Strategic Plan, 2010-2014.
B. The performance measurement plan shall include, at a minimum, key King County Strategic Plan, 2010-2014 performance measures related to King County government operations, the rationale for the measures and the data collection methodology.
C. The performance measurement plan shall be transmitted by June 30, 2011, for adoption by motion. The performance measurement plan shall also be concurrently transmitted to the members of the performance and accountability group.

Measuring Implementation of the King County Strategic Plan

As part of the county's effort to be a learning organization, we need to ensure that we are gathering appropriate information and using that information to learn and improve. One of the tenants of a learning organization is that we strive to do our best, reflect on how we have done, and find ways to improve. Performance measurement is an important tool for increasing our knowledge about county results, helps in understanding roles and accountability, and informs our management of county programs and resources. Measuring the progress of the KCSP and using measurement to learn and improve over time is a core concept of this measurement plan.

In drafting the attached measurement framework, PSB considered the dual nature of the King County Strategic Plan itself. Comprised of both What Goals and How Goals, the plan is intended to guide both *what* King County seeks to accomplish in the 2010-

[1] The Office of Strategic Planning and Performance Management evolved into the Office of Performance, Strategy and Budget (PSB) in December 2010.

2014 planning period and *how* it intends to deliver services in order to support the plan's goals. Consequently, PSB proposes a measurement framework that reflects the dual nature of the What and How Goals of the KCSP. Further recognizing multiple levels of accountability embedded *within* the KCSP, the measurement framework is appropriately tiered to ensure successful monitoring of the plan. Following is a description of the tiered nature of plan measurement, framed by the KCSP structure.

Measuring What King County Delivers
The KCSP includes four What Goals that describe what King County will strive to achieve in the 2010-2014 planning period:

- **Justice and Safety:** Support safe communities and accessible justice systems for all.
- **Health and Human Potential:** Provide equitable opportunities for individuals to realize their full potential.
- **Economic Growth and Built Environment:** Encourage a growing and diverse King County economy and vibrant, thriving and sustainable communities.
- **Environmental Sustainability:** Safeguard and enhance King County's natural resources and environment.

To accomplish these goals, monitoring will include three tiers of measures: community indicators (of the plan's objectives); strategy measures (of the plan's strategies); and performance measures (of products/services). Following is a brief description of each of these measurement levels.

Community Indicators. Community indicators illustrate the condition of the community or the environment and are reported at the objective level of the KCSP. As such, achievement of these objectives is influenced by King County's efforts, while being subject to many other forces. Community indicators recognize this decreased level of influence by the county's programs and efforts. While they may reflect the lowest level of direct accountability for King County, they are vital for monitoring community conditions that drive our interests and provide critical contextual information to help us interpret our efforts and results. Community indicators for each What Goal objective are identified in **Appendix A**.

Strategy Measures. Strategy measures assess how well the county is achieving its strategies as laid out in the KCSP. Strategies are a statement of the county's specific policy intent or role to advance the objectives within each goal. They are meant to reflect the combined efforts of one or more county programs that touch the strategy. While also subject to external factors, achievement of the plan's strategies—as

monitored by these strategy measures—is more within the county's control and should be responsive to changes in county efforts or services provided. Strategy measures for each What Goal strategy are identified in Appendix A.

Performance Measures for County Services and Products. Performance measures for county services and products reflect the highest level of accountability toward achieving the KCSP's strategies as they focus at the operational/service delivery level. Measures of quantity, cost, timeliness and quality demonstrate the effectiveness and efficiency of county products and services. These product-level measures will be included in annual department business plans and the annual budget in the future.

Measuring How King County Delivers Services
The KCSP also includes four How Goals that describe *how* King County will operate in support of the What Goals:

- **Service Excellence:** Establish a culture of customer service and deliver services that are responsive to community needs.
- **Financial Stewardship**: Exercise sound financial management and build King County's long-term fiscal strength.
- **Public Engagement:** Promote robust public engagement that informs, involves, and empowers people and communities.
- **Quality Workforce:** Develop and empower King County government's most valuable asset, our employees.

Measurement of the How Goals takes a modified approach from measurement of the What Goals. As described above, community indicators of the What Goal objectives monitor community conditions that are not under the county's direct control. The How Goals objectives—and their indicators—are more subject to the county's influence. In this sense, they are more analogous to the What Goal strategies in terms of accountability, level of detail, and specificity. As a result of these considerations, the How Goals focus on the objectives as the primary level of measurement, as shown in **Appendix B**.

Taken together, the measures proposed in this report are intended to gauge achievement of KCSP goals. They will serve a management purpose by alerting us to changing community conditions; informing our planning, policy and resource allocation decisions; and help track our operational achievements.

Technical Notes about Measures

In the Appendices with measures, there are several "shorthand" notations that require some explanation.

Nomenclature

The nomenclature for goals, objectives and strategies uses the following format.

- Each goal has a shortened letter designation as follows:
  - Justice and Safety = JS
  - Health and Human Potential = HHP
  - Economic Growth and Built Environment = EGBE
  - Environmental Sustainability = ES
  - Service Excellence = SE
  - Financial Stewardship = FS
  - Public Engagement = PE
  - Quality Workforce = QW
- Objectives are numbered sequentially with each goal in the KCSP and strategies are given an alphabetical designation.

For example, within the Justice and Safety goal, the first strategy within the first objective is designated as: JS1a. The last strategy in the plan relating to Quality Workforce is designated as: QW3g.

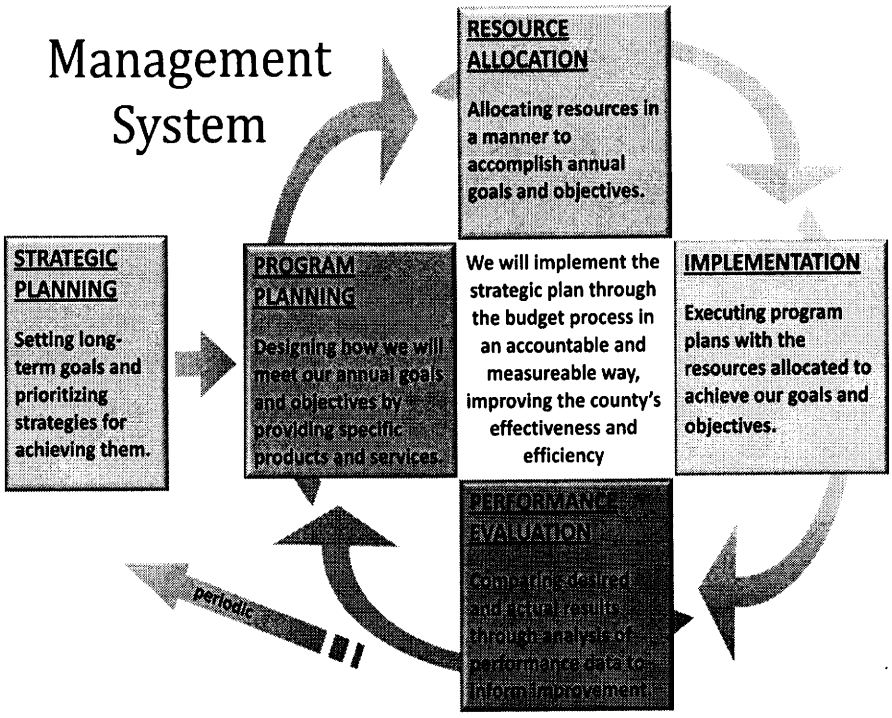
Equity Issues

For many measures where we want to understand equity impacts we have called for disaggregation of data (when feasible) to show demographic differences by: race/ethnicity, income, English language proficiency, and place of residence (geography). Geographic boundaries are defined by aggregating census tracts or census block groups used in the 2010 census. Wherever possible, we intend to report information via maps at smaller areas of geography such as school districts, health planning areas, cities, and neighborhoods. These data disaggregations relate to the key areas of interest represented by the KCSP's fair and just principle and the Equity and Social Justice ordinance (2010-0509) and the intent to incorporate data into decision making.

Performance Management in King County

Measures in and of themselves do not ensure use or improvement of services to the public. While the KCSP and associated measures provide the county a sense of direction and focus our efforts on our intended outcomes, they must be supported by an integrated system of management processes for achievement. This section describes the approach to utilize measures through the entire planning and management process.

To meet the intent of KCSP Service Excellence, Objective 2, Strategy a[2], PSB has tailored for King County a management model that consists of a connected set of management practices and processes to continually improve county performance by integrating countywide priorities, implementation of strategies, and measurement with resource allocation decisions.



The management system consists of five key components: strategic planning, program planning, resource allocation, implementation, and performance evaluation. The use of performance metrics is a fundamental management tool at every phase of the Management System. Following is a discussion of each component of the Management System and how measures are used within each phase.

Strategic Planning

Strategic planning—the process by which an organization defines what it wants to achieve and assesses how it is doing—is a long-term planning process. While the planning horizon for these documents can be five years, ten years, or even longer, the plans themselves typically are produced every five years. This level of planning is

[2] SE2a: Implement a unified management system for county operations including budgeting, performance management, service delivery, and strategic planning.

grounded by the needs of the community as well as the requirements and limitations established by policy frameworks including the King County Code; the King County Charter; state and federal requirements; and financial policies and constraints.

In many ways, King County already does this work. Through Operational Master Plans, organizational strategic plans, topic-specific plans (e.g., 10-year Plan to End Homelessness and the Energy Plan), initiatives, task forces, and steering committees, King County brings together key stakeholders to set goals, develop innovative practices, respond to external drivers, and define roles. To build on this foundation, the Executive is convening cross-branch/department teams ("Goal Teams") to lead, coordinate, and monitor our efforts to advance the strategies within each KCSP Goal. Organized around each Goal, these teams will recommend system-level priorities, policies and, where appropriate, more integrated models for delivering services. Their role includes monitoring progress toward achieving goals, supporting continuous improvement, and informing annual resource decisions.

Performance metrics are critical for effective strategic planning. At this stage of planning, Goal teams, with a focus on system-wide issues, will be primary users of these objective and strategy-level measures in order to better understand changing community conditions and the county's ability to influence them. Based on past performance of county operations and anticipated needs, Goal teams will recommend to county leadership potential program and resource modifications to advance the KCSP.

Program Planning

This level of planning links long-term and multi-functional goals to short-term action plans at the program level. In particular, through its business plan, an agency articulates what it seeks to accomplish in the next 1-2 years within the context set through strategic planning. As a companion document to the agency-proposed budget, the business plan is both an internal management tool and external communication tool for the agency.

Effective program planning requires an agency to quantify its services (and associated products), service costs, and performance measures to evaluate progress over time. As part of the 2012 budget development process, agencies for the first time are going through the process of defining their products and proposing their associated measures. Next steps will include collecting data to populate the framework. In some cases, data are already available. To inform this level of planning, product-level performance measures will help agencies and county leadership balance the costs and outcomes of various service delivery efforts. Six agencies are serving as "test cases" for the entire process as part of the 2012 budget and business planning effort.

Resource Allocation

Resource allocation is a targeted approach to balance the county's priorities and fund those services (and associated products) that best support achievement of its goals. It is the decision process that results in choices to fund certain levels of service and is to be monitored by product-level performance measures and strategy measures. Resource allocation reflects a 1-2 year planning horizon, occurring through the phases of the budget development process, ongoing budget revisions, and periodic supplemental budget processes.

The county is gradually moving to biennial budgeting, so eventually the resource allocation process will reflect a consistent two-year planning horizon. Resource allocation also occurs at the department level through resource reprogramming, within revenue funding restrictions. It is also a tool for agency accountability. Tracking performance against the product-level measures occurs in the performance evaluation phase.

Implementation

Implementation is managing day-to-day county operations and executing against the plans that are established in the strategic and program planning phases. Operations should be managed to most efficiently and effectively achieve strategies within KCSP goals as articulated in planning documents. Measurement dashboards can be used by management to track operational progress, milestones, and other achievements.

Performance Evaluation

By analyzing and evaluating performance data, the county seeks to improve its processes and achieve efficiencies. Performance evaluation also informs future planning efforts and resource allocation decisions. Performance evaluation can take place in multiple forums, including the Executive's weekly Performance Forums, periodic review and evaluation of indicator and measure data by goal teams, analysis of omnibus requests, and through the mandatory reporting of grant-supported service progress. Many county departments have ongoing performance and evaluation efforts as a standard practice already.

Ideally, formal evaluation of performance data happens at multiple levels in the organization, from elected leadership in the Performance and Accountability Group all the way to the individual level through future implementation of the Employee Performance and Accountability System.

Next Steps

This section describes some of the next steps that will impact the development, collection, reporting, and use of KCSP-related measures.

Measures

Some of the measures included in the appendices reflect existing measures with well defined and available data. Other measures will require interdepartmental or systemic integration of the definitions and data sources, or even new data collection. In addition, with the development of Goal Teams (as noted above) and the use of measures by those teams, it is expected that some measures will change over time and with use will need to be refined. While the goal of measuring the KCSP is to have a set of stable, resonant measures that will allow us to track progress over time, it is expected that there will need to be additions, subtractions and changes to the measures over time. The Goal teams will be instrumental in reviewing the data and measures to evaluate progress on the KCSP.

Performance Targets

A primary purpose of performance management in King County is to promote learning and improvement over time. Assigning targets supports organizational improvement by articulating the expected results and helps define the relationship to resource allocation decisions. An important next step to finalizing the King County Strategic Plan measurement framework will be the identification of targets at the appropriate levels of measurement.

Objective-level Targets

For the What Goal objectives, directional *trends* will be tracked but we do not anticipate setting targets. For these community-level indicators, we are most interested in the overall trend over time. Due to the lack of control, and in some cases even lack of significant influence, target setting would be very problematic at the community scale. Community-level indicators are most relevant to help us understand the conditions we are facing as a community and can shape what strategies we might need to put in place to respond. While King County by itself is not likely to set targets for What Goals at the objective-level, King County in partnership with other organizations in the region may do so. The 10-Year Plan to End Homelessness is a prime example of such a partnership with community-level targets. Ideally, our community indicators would be coupled with comparable benchmark data (such as other jurisdictions or regional or national averages) to help inform us about how we are doing relative to others, both regionally and nationally.

For the How Goal objectives, we plan to set targets to show the desired level of improvement over time since these objectives are more within our influence and sometimes within our control.

Strategy-level Targets

Strategies for the What Goals are expected to have targets since this is the level of the strategic plan that is meant to represent the county's policy and operational role. Targets at the strategy level are meant to reflect the combined results of county products. Targets will represent the county's intentions towards improvement and reflect fiscal and operational realities. In the context of the KCSP, targets should reflect our relative strategic, management and funding priorities. Because strategic targets are meant to be aspirational, they should reflect a longer time horizon. Strategic targets will be set for the duration of the plan or five years. Because of the integrated, cross-programmatic nature of the strategy measures, strategic targets will be phased in and set according to the priorities for the plan. This target setting work is planned for fall 2011 through spring 2012.

For the How Goals, the primary focus of measurement will be at the objective level. Some strategies will be measured primarily through milestones to assess progress or project completion. These milestones will be developed by the How Goal teams as part of their work plans.

Goal teams will set targets for strategy measures and monitor progress. These targets will be included in goal-level plans which go to County leadership for review and ultimately transmitted by the Executive to the Council for review and approval.

Product-level Targets

Although not included directly in the KCSP or the performance measurement plan, the concept of products is an essential part of the management model. Once defined, products are expected to have targets for quantity, quality, timeliness, and cost. Setting and monitoring product targets is well within operational control and are the primary focus of management accountability. Programs develop initial targets for products based on resources and these targets get reviewed by agencies/departments and PSB. Final product targets are in budget documents that are approved by Council. Targets may be adjusted (either up or down) based on final resource allocation decisions in the budget. Targets at the product level reflect what we are committing to deliver via the business plans and the budget. Product targets will be developed annually, or for a two year time horizon for biennial budgets.

Given the diversity and breadth of county services, it is impossible to define all potential circumstances and prescribe exactly how product targets will be implemented, but even at the product level certain targets are more rigid and significant than others. Missing the target based on regulatory standards related to worker safety is a more significant issue than not meeting a programmatic target for the number of educational seminars delivered due to weather events. Discretion and judgment will remain an important factor in managing with measures. Like all other measurement tiers, targets at the product level are meant to inform us as to our intentions. Falling short should result in reflective analysis about how to do better in the future, not in punitive actions.

Reporting and Data Management

In general, the reporting and management of performance data is not currently done in a consistent or consolidated manner in King County. County agencies have much flexibility in managing their operations and reporting progress through internally-derived performance measurement data. One exception to this is the *AIMs High: Annual Indicators and Measures* website. Managed by PSB, the site is supported by data reporting from all county agencies. To date, AIMs High has functioned primarily as a public reporting tool (rather than a management tool) and the indicators and measures reported on the site are representative, but not a complete set of measures used by the county.

In order to support the Management Model, PSB recommends that key performance data continue to be centrally managed through the existing AIMs High reporting structure. However, with the adoption of the KCSP, AIMs High will be repurposed to serve primarily as a management tool, while maintaining its functionality as a public reporting site. The shift in emphasis for AIMs High is subtle but significant. As an internal management tool, the site will provide county leadership, agency management, and Goal teams with a common reporting platform, source of data, and approach.

The development of AIMs High will be incremental with reporting of KCSP objective-level measures complete by year-end 2011. Expansion of the site will track the work program of the Goal teams to finalize KCSP measures and establish county priorities. It is anticipated that reporting will be expanded to include strategy measures in 2012 and post-ABT Performance Management module implementation product level measures will be included in 2013.

Accountable Business Transformation Project

PSB will leverage the Accountable Business Transformation (ABT) Performance Management project to improve the use of performance data throughout the county to support management processes. Following the development of the human capital

management, financial systems, and the budget module, the performance management module is specifically intended to support the Management System. It is assumed that ABT improvements will allow for broader reporting of department performance (especially at product level), which will positively impact the utility of AIMs High as a management tool. In addition, the ABT performance management module is expected to allow better integration of performance data in various management processes throughout the management model. A pilot project of the ABT performance management module will be completed by November 2012.

Justice and Safety

Objective	Indicators	Notes
Objective 1: Keep people safe in their homes and communities	1. Percent of resident survey respondents who feel safe in their neighborhood, countywide average and by race/ethnicity, income, and geography	
	2. King County traffic fatalities, countywide and by geography	
	3. Traffic injuries and fatalities on King County roads, by type (pedestrian, bike, auto)	
	4. Major violent crime rate in King County, countywide and by race/ethnicity, income, and geography	

Strategies		Strategic Measures	Notes
JS 1.a	Maintain a proactive law enforcement presence in unincorporated communities and cities with whom we contract	1. Number and percent of total calls that are "on-views" – by unincorporated King County and cities, by geography	"On-views" are officer responses that result from something an officers sees while on patrol as opposed to a specific call for which an officer is dispatched.
		2. Percept of King County residents that are satisfied with proactive law enforcement, by race/ethnicity, income and geography	Data source: King County Resident Survey.
JS 1.b	Maintain safe and secure county-owner infrastructure, including roads, bridges, buses and transit facilities, parks and buildings such as courts	1. Number of incidents at court house	"Incident" means a threat to or assault against the court or court community, including attorneys, court personnel, jurors, litigants, witnesses or others using the courthouse.
		2. Rate of traffic collisions and fatalities per million vehicle miles traveled	For unincorporated King County.
		3. Transit preventable accidents	Defined as: Any occurrence involving a county owned or operated vehicle which results in property damage and/or personal injury, regardless of who was injured, what property was damaged, to what extent or where it occurred, in which the driver in question failed to exercise every reasonable precaution to prevent the occurrence.

Strategies		Strategic Measures	Notes
		4. Transit reported assaults and disturbances	This measure focuses on incidents on transit vehicles or related facilities.
JS 1.c	Provide programs and support for individuals exposed to violence	1. Number and percent of sexual assault survivors who increase their ability to understand and cope with trauma	
		2. Number of people served by programs for domestic violence and sexual assault survivors	Programs include: DCHS contract services for survivors of violence.
		3. Percent of callers to domestic violence agencies who were eligible for services but were turned away because no shelter space was available	This statistic is available semi-annually from the City of Seattle Human Services Department but is reported jointly for King, Snohomish, and Pierce Counties.
JS 1.d	Provide rapid emergency response	1. Percent of 911 calls answered within industry standard	
		2. Cardiac arrest survival rate	
		3. King County Sheriff Office average response time, by geography	
JS 1.e	Collaborate with local jurisdictions to define and provide regional law, safety and justice services	1. Number of jurisdictions who contract with the county for police services	
		2. Number of jurisdictions who contract with the county for court services	
		3. Number of jurisdictions who contract with the county for animal services	
JS 1.f	Enforce building and land-use codes in unincorporated areas	1. Percent of high risk code enforcement complaints responded to within 24 hours, by geography	
		2. Unincorporated King County building code effectiveness grade	The National Building Code Effectives Grading Schedule (BCEGS) assesses jurisdictions' local building codes and their capacity to implement and enforce those codes.
		3. Fire fatalities in annually fire-inspected multifamily and commercial structures, by geography	

Justice and Safety

Objective	Indicators	Notes
Objective 2: Ensure fair and accessible justice systems	1. Percent of resident survey respondents who are satisfied with access to and fairness of county court system, by ethnicity/race, income and geography	

Strategies		Strategic Measures	Notes
JS 2.a	Eliminate barriers to court access	1. Wait time for civil cases	
		2. Number of people served and number of people turned away by family law facilitators	
		3. Number of people served by interpreter program	
JS 2.b	Prosecute accused individuals fairly and efficiently	1. Percent of court survey respondents satisfied with court fairness and efficiency, by race/ethnicity	This includes victims, witnesses and other individuals involved in the court process.
		2. Number of cases on Prosecuting Attorney's office (PAO) backlog	
		3. Percent of cases filed that are dismissed	Pleas will be subtracted from this measure. It is intended to capture whether or not we are selecting the right cases to move forward with.
JS 2.c	Manage and resolve court cases in a timely manner	1. Percent of cases where the time to resolution standard is exceeded	Standards vary significantly by case type – this measure rolls all types into one measure by capturing how frequently we are meeting the various standards.
		2. Number and percent of filings that go through alternative programs	
		3. Percent of cases resolved before trial	
JS 2.d	Ensure the availability of public defenders to those who need them	1. Average number of days between notification of Office of Public Defense of in-custody felony case filing and assignment to an attorney.	Reflects work by King County.

Strategies		Strategic Measures	Notes
		2. Percent of the time defendant is contact by attorney within one business day (in custody) or five business days (out of custody) from the time the case has been assigned	Reflects work by contracted service providers.
JS 2.e	Provide therapeutic courts such as mental health and drug courts	1. Number of people served by therapeutic court programs	
		2. Percent of participants successfully completing each of the court's three therapeutic programs (Adult Drug Court, Juvenile Drug Court, Family Treatment Court)	

Justice and Safety

Objective	Indicators	Notes
Objective 3: Ensure offending individuals are appropriately detained or sanctioned	1. Incarceration rate, countywide and by ethnicity/race	

Strategies		Strategic Measures	Notes
JS 3.a	Maintain adequate levels of secure detention for violent and repeat offenders	1. Number and percent of secure physical capacity utilized	This tells us how much of our physical jail space we are using (physical capacity). Number calculated based on Average Daily Population (ADP).
		2. Number and percent of forecasted budgeted capacity utilized	This tells us how much of our capacity that we have forecasted for in terms of staffing and other operating costs (operational capacity).
		3. Number of bookings rejected due to lack of capacity	
JS 3.b	Operate secure and humane detention facilities that comply with legal and regulatory requirements	1. Number of court decisions entering judgment that County violated inmate constitutional rights	
		2. National Commission on Correctional Health Care (NCCHC) certification maintained	NCCHC standards are extremely high – meeting their numerous criteria indicates that Jail Health Services is operating in a way consistent with this strategy.
		3. Number of incidents of violence (inmate-inmate, inmate-staff)	
		4. Number of incidents of use of force that is found to be excessive or unnecessary	Data are based on Department of Adult and Juvenile Detention's internal investigations and employee disciplinary process.
		5. Number of completed suicides	Can also report these data as a rate based on a "per 100,000 inmate population" for national comparison purposes.
JS 3.c	Provide a continuum of jail diversion programs, such as education and treatment	1. Physical and budgeted capacity of diversion programs by program type	Diversion programs refer to "pre-booking" programs that are designed to divert individuals from jail.
		2. Number of people who are diverted from jail to programs that offer assessment, stabilization, treatment, housing or employment	Diversion programs refer to "pre-booking" programs that are designed to divert individuals from jail.

Appendix A –What Goal Indicators and Strategy Measures

Strategies		Strategic Measures	Notes
JS 3.d	Provide alternatives to secure detention to appropriate offenders	1. Percent utilization of physical and budgeted capacity for alternatives to detention programs, by program type	
		2. Percent of participants who comply with court conditions of conduct and program rules in alternatives to detention programs	
		3. Re-offense rate among participants in alternatives to detention	Although complete data are not available, there will be an effort to collect these data for pre-trial population ordered to alternatives.

Justice and Safety

Objective	Indicators	Notes
Objective 4: Decrease damage or harm in the event of a regional crisis	1. Countywide building code effectiveness grade	
	2. Number of signatories to Regional Disaster Plan (RDP) omnibus agreement	
	3. Impact of disaster events, including hospitalizations/deaths and economic impacts, by race/ethnicity, income, and geography	

Strategies		Strategic Measures	Notes
JS 4.a	Undertake regional emergency planning and preparedness activities, including education and coordination	1. National Flood Insurance Program Community Rating System score	
		2. Percent of milestones met in "after-action" plans	"After-action" plans are developed post-emergency threat or event to assess the organization's response and redress any inadequacies
		3. Percent of King County government organizations that have continuity of operations plans and have exercised at least some element of that plan in the last year	
JS 4.b	Coordinate and provide direct response to crises such as communicable disease outbreaks, floods, earthquakes, severe weather events, and homeland security threats	1. Number and percent of Emergency Coordination Center (ECC) responses that include a unified command response structure	
		2. Percent of King County organizations that give "status of critical functions" reports within the first operational period of a crises	
		3. Percent of emergency types for which we have warning systems and protocols for warning	
		4. Activation of health alerts and information dissemination related to public health emergencies or crises	

Strategies		Strategic Measures	Notes
		5. Number of points of dispensing (PODS) for medications and medical care on behalf of Public Health during disasters, by zone	

Health and Human Potential

Objective	Indicators	Notes
Objective 1: Increase the number of healthy years that residents live	1. Average number of healthy years lived, by race/ethnicity, income, and geography	

Strategies		Strategic Measures	Notes
HHP 1.a	Initiate, implement and coordinate programs that prevent the leading causes of poor health and premature death, including injuries and violence	1. Percent of adults and students who are current smokers, by race/ethnicity, income, and geography	Adults include age 18 and up; students include grades 8, 10 and 12.
		2. Percent of adults and students who are overweight and obese, by race/ethnicity, income, and geography	Adults include age 18 and up; students include grades 8, 10 and 12.
		3. Percent of adults who receive recommended immunizations, by race/ethnicity, income, and geography	
		4. Unintentional injury death rate, by race/ethnicity, income, and geography	
		5. Intentional (suicide and homicide) death rate, by race/ethnicity, income, and geography	
HHP 1.b	Ensure access to affordable, appropriate and quality physical and behavioral health services	1. Percent of children and adults with health insurance, by race/ethnicity, income, and geography	Children include ages 0-17 and adults are ages 18-64.
		2. Percent of adults receiving recommended clinical preventive services, by race/ethnicity, income, and geography	
		3. Percent of adults who did not see a doctor in the past year due to cost, by race/ethnicity, income, and geography	
		4. Number of people served in publicly funded county mental health and substance abuse programs	Includes those served by the Mental Illness and Drug Dependency Action Plan (MIDD).

Strategies		Strategic Measures	Notes
		5. Number of people receiving services funded by the Veterans and Human Services Levy	Services include housing and supportive services.
HHP 1.c	Provide education that promotes individual health	1. Number of protective factors and alcohol/drug use reported by students, by race/ethnicity, income, and geography	Protective factors includes: rewards for conventional involvement (i.e., recognition and praise for their contributions), opportunities for community or positive involvement in school or in their community, belief in the moral order (i.e., there is "right" and "wrong"), interaction with positive peers, positive involvement, and social skills. Students include grades 8, 10 and 12.
		2. HIV incidence, by race/ethnicity, income, and geography	
		3. Sexually transmitted disease incidence among adults, by race/ethnicity, income, and geography	
		4. Percent of women giving birth who receive late or no prenatal care, by race/ethnicity, income, and geography	
HHP 1.d	Implement policies and interventions to reduce health disparities	1. Distribution of changes over time in racial, ethnic, and socioeconomic disparities for selected core health disparities measures	This is a composite index of health disparity. Specific measures included and methodology to be determined but based on approach in the National Healthcare Quality and Disparities Report.

Health and Human Potential

Objective	Indicators	Notes
Objective 2: Protect the health of communities	1. County health ranking on the natural and built environment	Based on "County Health Rankings" (www.countyhealthrankings.org). Ranking is based upon: air pollution-particulate matter and ozone, access to healthy foods, and access to recreational facilities.
	2. Access to healthy foods	Data source: map of USDA food deserts by census tracts. A food desert as a low-income census tract where a substantial number or share of residents has low access to a supermarket or large grocery store.
	3. Number of water systems meeting compliance standards	State Department of Health regulates water systems
	4. Noise and pollution along high volume roadways and arterials, by race/ethnicity and geography	
	5. Annual number of good and moderate air quality days	
	6. Air releases of all reportable toxic chemicals by region, by race/ethnicity and geography	Measure is from Communities Count

Strategies		Strategic Measures	Notes
HHP 2.a	Ensure safety of food, air, and water	1. Number of foodborne disease outbreaks	
		2. Percent of food establishments that meet food establishment safety standards	
		3. Rate of asthma hospitalizations by age, region, and income	
		4. Number of waterborne disease outbreaks	
HHP 2.b	Make healthy choices easy choices through policy, system,	1. Walkability index, or walk score, by neighborhood	The county's Walkability Index considers residential density, the number of street connections, and the mix of homes, stores, parks, and schools in a neighborhood.

Strategies		Strategic Measures	Notes
	and environment changes	2. Resident proximity to parks/regional trails, by race/ethnicity, income, and geography	"Proximity" will need to be defined as part of data/ methodology validation.
		3. Fast food and convenience store density, by geography	Related to the food desert indicator above; intended to portray concentrations of unhealthy foods.
HHP 2.c	Monitor and improve environmental quality and reducing exposure to hazardous materials	1. Number of small business that improve their hazardous material management	Improved hazardous material management is meant to lead to reductions in consumption of hazardous materials.
		2. Pounds of household hazardous waste collected by geographic area	Include hazardous wastes collected by Wastemobile collections.
		3. Distribution and frequency of aquatic, terrestrial, and environmental monitoring	

Health and Human Potential

Objective	Indicators	Notes
Objective 3: Support the optimal growth and development of children and youth	1. Infant mortality rate by race/ethnicity, income, and geography	
	2. Percent of King County children in fair/poor health, by race/ethnicity, income, geography and immigrant status	
	3. Percent of students proficient in 3rd grade reading, by race/ethnicity	From Community Center for Education Results (CCER) indicators
	4. Percent of students proficient in 4th grade math, by race/ethnicity	From Community Center for Education Results (CCER) indicators
	5. Percent of students graduating high school meeting proposed Washington State graduation requirements, by race/ethnicity	From Community Center for Education Results (CCER) indicators

Strategies		Strategic Measures	Notes
HHP 3.a	Support prevention and early intervention programs for children and youth most at-risk	1. Rate of low birth weight infants, by race/ethnicity and income	For singleton births
		2. Adolescent birth rate, by race/ethnicity and income	
		3. Access rate for early intervention child development services	
		4. Percent of students enrolled in youth employment programs that attain a GED, accreditation, or job skill certification	
		5. Vaccination rates among children 19-35 months	These data are pending availability through the Child Profile vaccination registry.
		6. Percent of youth on probation who receive a risk assessment	The assessment identifies risk factors for each youth, used to refer them to the appropriate probation programs. Future outcome data may become available (not yet available).

Strategies		Strategic Measures	Notes
HHP 3.b	Build partnerships with local and regional education systems to enhance their programs	1. Number of partnerships between the county and school systems	This is meant to track initiatives between the county and school systems, such as Mental Illness Drug Dependency Action Plan strategy 4c (collaborative school-based mental health and substance abuse services) and 4d (school based suicide prevention).
		2. Number of school district and schools in partnership with the county	
HHP 3.c	Provide or contract for behavioral health and human services designed to meet the unique developmental needs of children and youth	1. Number of youth receiving outpatient drug treatment and outpatient mental health treatment	Meant to reflect level of service; additional data on program effectiveness also available.
		2. Number of youth served through County-funded youth and family services programs	Meant to reflect level of service; additional data on program effectiveness also available.
		3. Number of youth reached through school-based suicide prevention presentations	Meant to reflect level of service; additional data on program effectiveness also available.
		4. Number of youth receiving County-managed mental health and substance abuse prevention in the school	Meant to reflect level of service; additional data on program effectiveness also available.

Health and Human Potential

Objective	Indicators	Notes
Objective 4: Ensure a network of integrated and effective health and human services is available to people in need	1. Percent of population living below 100% of federal poverty level	
	2. Mean number of unhealthy (physical or mental) days among populations in need	
	3. Number of people who are unsheltered or in the shelter system as percent of King County population (compared to the same geographic area a year ago)	

Strategies		Strategic Measures	Notes
HHP 4.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	1. Percent of low income and racial/ethnic populations that receive recommended clinical preventive services	
		2. Avoidable hospitalization rates for low income populations	
		3. Percentage of former King County jail inmates with a mental illness who reduce incarcerations after receiving mental health treatment services	
		4. Number and percent of persons screened into mental health jail housing at bookings (and who remain there three days later)	
		5. Number of homeless adults that make high use of crisis systems who access a supportive housing placement	Crisis systems include the jail and medical services
HHP 4.b	Support partnerships to deliver integrated and effective services to people in need	1. Number of partnerships in regional health and human services systems that have resulted in documented improvements	This will be measured for partnerships in which King County is the lead convener or co-convener; improvements can include: use of evidence-based practices, equitable access to services, and higher quality of services for King County residents.

Strategies		Strategic Measures	Notes
HHP 4.c	Join with local and regional partners to prevent and reduce homelessness for families and individuals	1. Average number of days of stay in homeless shelters (for all populations)	
		2. Number and percent of previously homeless individuals who subsequently return to homelessness within two years of their being placed into permanent housing	King County has not yet established a reduction goal for homelessness recidivism.
		3. Percent of King County-funded clients that successfully transition from a shelter to transitional housing and/or transitional housing to permanent housing	
		4. Number of people entering King County homeless service system for the first time	Determined from Safe Harbors, a web-based system to measure community homelessness as joint project with Seattle, KC DCHS and United Way of KC. Also a partner in the 10-Year Plan to End Homelessness in KC.

Economic Growth and Built Environment

Objective	Indicators	Notes
Objective 1: Support a strong, diverse, and sustainable economy	1. Median household income, by race/ethnicity	
	2. Unemployment rate	
	3. Percent of jobs paying a living wage, by household type	
	4. Ranking on Forbes index of Best Places for Business and Careers	
	5. Number of jobs by industry cluster	Clusters are based on Prosperity Partnership cluster analysis.
	6. Percentage of economic activity that is from small businesses	

Strategies		Strategic Measures	Notes
EGBE 1.a	Promote regional economic development through partnerships with regional organizations, other jurisdictions, and the private sector	1. Number of jobs retained, expanded, and recruited through partnerships	Data to be collected by industry cluster. Partnerships include: EnterpriseSeattle, Grow King County Small Business Revolving Loan Fund, and special projects.
		2. Number of companies retained, expanded, and recruited through partnerships	
EGBE 1.b	Support workforce development programs for adults and youth	1. Number of people who complete King County job training programs	Includes King County programs and partnerships – • KC Apprenticeship Program • PortJobs Apprenticeship Program • DCHS workforce development programs • Workforce Development Council programs
		2. Percent of job training participants placed in jobs	
EGBE 1.c	Create contracting opportunities for small and disadvantaged businesses	1. Dollar amount and percent of King County contracts – construction, consulting, goods/services -- going to small businesses	Small business as defined by King County code. Dollar amount is relative to the contract dollars available for small business incentives/requirements; this subtracts contract dollars for waivers, emergencies, and federal contracts.

		2. Dollar amount and percent of federally-funded construction contracts going to disadvantaged, minority, and/or women-owned businesses	This measure includes subcontracting.
EGBE 1.d	Maintain infrastructure that facilitates the efficient movement of freight and goods to promote trade across the region	1. Annual weight of cargo traffic through King County International Airport	
EGBE 1.e	Promote a quality of life that attracts a talented workforce and businesses to the region	1. Percent of county businesses that list "high quality of life" as the primary benefit to doing business in King County	From Job Sector Survey by the Seattle Chamber of Commerce.

Economic Growth and Built Environment

Objective	Indicators	Notes
Objective 2: Meet the growing need for transportation services and facilities throughout the county	1. Means of transportation to work for King County residents by race/ethnicity, income and geography	
	2. Average peak hour commute times and reliability on major commute routes	
	3. Percent of resident survey respondents satisfied with the predictability of transit services, by race/ethnicity, income and geography	Source: Metro Rider/Non-Rider Survey.

Strategies		Strategic Measures	Notes
EGBE 2.a	Focus transportation resources to support density and growth	1. Transit service hours provided	Meant to reflect the ability to accommodate the growing need for service in response to population growth.
		2. Number and percent of transit vehicle trips that go to designated Urban Centers and Manufacturing/Industrial Centers annually	Urban Centers and Manufacturing/Industrial Centers are designated in the King County Countywide Planning Policies as locations of concentrated job and housing growth. Transit vehicle trips include county-operated bus, van, rail, and ferry.
		3. Number and percent of dwelling units within a quarter mile walk of transit stops on all-day corridors	All-day corridors are in the All-Day and Peak Network identified in Metro's Service Guidelines. Service Guidelines are to be adopted as part of Transit's Strategic Plan.
EGBE 2.b	Coordinate and develop services for an integrated and seamless regional transportation system	1. Percent on-time performance for transit	Includes both bus and ferry on-time performance for weekday (commuter) services.
		2. Number and percent of annual transit vehicle trips that serve transfer hubs	Transfer hubs are major points of connection for multiple transportation systems. Transit vehicle trips include county-operated bus, van, rail, and ferry.
		3. Travel time trends and reliability on key unincorporated road corridors	Specific road corridors to be determined.
		4. Percent and number of synchronized traffic signals on County roads	

Strategies		Strategic Measures	Notes
EGBE 2.c	Meet the transit needs of low income and other under-served populations	1. Percent and distribution of Metro transit boardings in low-income census tracts	
		2. Number of rides provided to mobility challenged persons	Measure includes: number of rides provided by Metro's Accessible Services programs, including ADA paratransit service, Taxi Scrip and Community Access Transportation (CAT) partnership program. Work is underway to gather data on lift deployments on regularly scheduled transit service in the future.
		3. Number of passenger trips provided to low-income job seekers	Measures trips provided through Job Access Partnerships between Metro and social service agencies.
EGBE 2.d	Enhance bicycle and pedestrian infrastructure as alternative transportation options	1. Miles of paved trails in urban areas, and percent that meet standards	Measure of paved trail + dedicated bike lanes on county roads. Same measure as EGBE 3.b.
		2. Percent of areas zoned for commercial and high density residential development in unincorporated King County that have sidewalks	Zoning included in this measure: NB, CB, RB, O, R-48, R-24, and R-18.

Economic Growth and Built Environment

Objective	Indicators	Notes
Objective 3: Shape a built environment that allows communities to flourish	1. Percent of population paying more than 30 percent of income on housing, by tenure, income, race/ethnicity, and geography	
	2. Percent of King County residents who live in "communities of opportunity," by race/ethnicity, income, and geography	See note for EGBE 3.a 2.
	3. Percent of residents in the Urban Growth Area that live within ¼ mile of a park, open space, or trail by race/ethnicity, income, and geography	

Strategies		Strategic Measures	Notes
EGBE 3.a	Partner with the public and private sectors to ensure the availability of a wider range of affordable housing resources and supportive services	1. Number of dedicated homeless housing units secured system-wide	"System-wide" refers to all housing units, not just those funded or managed by King County.
		2. Number and percent of low- and moderate-income housing units developed through County partnerships that are located in "communities of opportunity"	The measure tracks the quantity of affordable housing that King County is helping to fund, and evaluates the quality of the neighborhood in which that housing is located in. "Communities of Opportunity" reflect a mapping analysis using a series of indicators of economic conditions, mobility, education, housing, and neighborhood quality of life. A study was completed for King County in 2010; for more information, see The Geography of Opportunity.
EGBE 3.b	Acquire and maintain regional parks, trails, and open space.	1. Miles of paved trails in urban areas, and percent that meet standards, by geography	Includes paved trail + dedicated bike lanes on county roads. This measure focuses on urban areas where the most housing, businesses, and built amenities are located that would be supported by the trail network.
		2. Acres of regional parks and open space owned and/or managed by King County, by geography	

Strategies		Strategic Measures	Notes
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.	1. Rating achieved on the STAR Community Index for Comprehensive Planning	The STAR program (through ICLEI – Local Governments for Sustainability) sets national standards for sustainability across 81 goal areas. For more information, visit the STAR Community Index website.

Economic Growth and Built Environment

Objective	Indicators	Notes
Objective 4: Preserve the unique character of our rural communities in collaboration with rural residents	1. Acreage and percent of Rural Area preserved from development	
	2. Percent of rural residents who agree they have input to decisions about services in Rural King County	Data source: Rural Resident Survey.
	3. Number of water systems meeting compliance standards	

Strategies		Strategic Measures	Notes
EGBE 4.a	Manage growth to limit urban sprawl.	1. Percent of annual countywide housing development located in the Rural Area	Intended to show that urban level development (sprawl) is limited in the rural area. Inverse of the measure for ES1a (development in Urban Area).
		2. Annual change to the Urban Growth Area boundary	Will show the following: • Transfers from rural to urban; • Transfers from urban to rural; • New open space designations that result in preserving rural land from development.
EGBE 4.b	Encourage stewardship of rural landscapes including agricultural and forestry land.	1. Number and percent of rural acres in stewardship programs, incentive programs, or covered by stewardship plans	
EGBE 4.c	Promote policies and programs that sustain rural lifestyles.	1. Departmental participation in rural service area interdepartmental teams and outreach in support of rural residents and businesses	
EGBE 4.d	Support rural economic development that maintains the character of	1. Total employment, by number and percent, in rural area by rural economic cluster, unincorporated vs. rural cities	Rural economic clusters are job categories that the county promotes in its Rural Economic Strategies. Clusters include Agriculture, Forestry, Equestrian, Home-Based Business, Tourism and Recreation, and Commercial and Industrial.

Strategies		Strategic Measures	Notes
	the rural area.	2. Total revenues in rural area by rural economic cluster, unincorporated vs. rural cities	Data may not be available for this measure. Rural economic clusters are job categories that the county promotes in its Rural Economic Strategies. Clusters include Agriculture, Forestry, Equestrian, Home-Based Business, Tourism and Recreation, and Commercial and Industrial.

Environmental Sustainability

Objective	Indicators	Notes
Objective 1: Protect and restore water quality, biodiversity, open space, and ecosystems	1. Annual Chinook salmon escapement	
	2. Percent of open spaces within the Rural and Urban Areas	
	3. Stream water quality index	Index is a composite score based on temperature, pH, fecal coliform bacteria, total suspended solids, dissolved oxygen, and nutrients.
	4. Phosphorus in large and small lakes	
	5. Marine water quality index	Index is a composite score of temperature, salinity, density, dissolved oxygen, nutrients, and chlorophyll.

Strategies		Strategic Measures	Notes
ES 1.a	Focus development within the Urban Growth Area	1. Percent of annual countywide housing development located in the Urban Area	Inverse of the measure for EGBE4a (development in the Rural Area).
ES 1.b	Use a combination of incentives, technical assistance and regulations to promote desirable environmental practices by individuals and businesses	1. Environmental behavior index, by race/ethnicity, income and geography	Numerous environmental behaviors by residents are compiled into an index; data collected via biennial DNRP survey. DNRP intends to include businesses in the future.
		2. Acres of sensitive area protected through the Public Benefit Rating System program	PBRS is a voluntary program that provides financial incentives for landowners to protect certain types of lands.
		3. Percent of single-family curbside solid waste stream that is recycled	
		4. Pounds of solid waste disposed per single-family household per week	Service area includes all households and employees within King County, excluding Seattle and Milton.
ES 1.c	Support acquisition and stewardship of open space and natural areas	1. Acres in open space and/or conservation status protected by King County	Measure includes lands protected by both ownership and conservation easements.
ES 1.d	Protect water quality through reducing pollution at its source, wastewater treatment, low impact development practices,	1. Percent permit compliance for King County wastewater operations	Permit compliance includes: National Pollutant Discharge Elimination System (NPDES) permit, air, and reclaimed water.
		2. Number and volume of combined sewer overflow events from the wastewater treatment system	

Strategies		Strategic Measures	Notes
	and stormwater management	3. Percent compliance with King County's National Pollutant Discharge Elimination System (NPDES) municipal stormwater permit	
ES 1.e	Restore Puget Sound and protect vulnerable, threatened, endangered species, and habitat	1. Number of culverts replaced and cumulative stream miles opened for fish passage in unincorporated King County	
		2. Percent of capital projects in Chinook salmon recovery plans implemented, in unincorporated King County	Projects are only implemented in unincorporated areas; not meant to say that there is some ratio of incorporated vs. unincorporated implementation.
		3. Percent of unarmored shoreline in a protected status	Shoreline armoring includes: seawalls, bulkheads, and riprap. Protected status can include property protected by easements or via ownership in fee.
ES 1.f	Use water quality and quantity monitoring data to inform and prioritize investments in clean-ups and stormwater retrofits	1. Percent of capital projects funded (implemented) on the basis of water quality ranking criterion	
ES 1.g	Consider multiple benefits when developing flood hazard reduction, open space, recreation and habitat projects	1. Percent of Water and Land Resources Division capital projects and acquisitions that meet multi-objective criteria	Includes habitat and flood programs.

Environmental Sustainability

Objective	Indicators	Notes
Objective 2: Encourage sustainable agriculture and forestry	1. Number of farmland acres in King County	Includes non-duplicated farm acres as defined by: 1) zoning; 2) commercial farms in Current Use Taxation program (RCW 84.34); 3) Open space Public Benefit Rating System (PBRS) Farm Conservation category; and 4) Agriculture Production District.
	2. Number forest land acres in King County	Includes non-duplicated forest acres as defined by: 1) zoning; 2) Forestry land designation (RCW 84.33), 3) Forest Production District; 4) Timberlands (RCW 84.34); and 5) Forest stewardship lands in Public Benefit Rating System (PBRS) (RCW 84.34).
	3. Percent of farm acres being farmed in Agricultural Production District ("productive use")	Includes productive farmland based on Current Use Taxation data including Commercial agriculture and Public Benefit Rating System (Source: Assessor/GIS data).

Strategies		Strategic Measures	Notes
ES 2.a	Utilize landowner incentives to keep land in agricultural and forestry use	1. Total privately owned farm and forest acres protected under financial and tax incentive programs	This is meant to capture non-duplicated acres included in the Current use Taxation, Transfer of Development Rights (private ownership), and Farmland preservation programs. Includes rural zoned lands & forest and agricultural production districts
ES 2.b	Provide incentives, technical assistance, and streamlined permitting to support sustainable farm and forestry practices	1. Permit processing time for agricultural structures and activities	
		2. Total farm acres (and number of farms) with farm management plans	These data come from the King Conservation District (KCD). Although KCD does the farm plans and King County does not manage or directly control this program, the Council has a policy role as it approves the budget and assessment authority of the KCD.
		3. Total forest acres (and number of forests) in the rural zone with forest plans and technical assistance visits	

Environmental Sustainability

Objective	Indicators	Notes
Objective 3: Reduce climate pollution and prepare for the effects of climate change on the environment, human health, and the economy	1. Total greenhouse gas emissions created within King County, with distributional impacts by geography	The next emissions inventory will reflect an updated methodology that includes emissions due to local consumption. Comprehensive countywide emissions are measured every three years. Annual greenhouse gas emissions are meant to capture annual emissions for the majority of significant, but not all, emissions sources: on-road vehicles, buildings and solid waste.
	2. Local climate change impact index (includes measures of rivers, average temperature, Puget Sound acidity, and snowpack level)	
	3. Community impacts of severe weather events (e.g., FEMA declared disasters), including hospitalizations/deaths and economic impacts by place, income, race	A similar, but broader measure that is not limited to "weather events," is included as an indicator for JS4.

Strategies		Strategic Measures	Notes
ES 3.a	Promote collaborative efforts among local and regional governments to assess and reduce community greenhouse gas emissions	1. Percent of cities that have adopted, made progress on, or achieved a regional/community-scale emissions reduction target	To be represented as both cities and percent of King County population that live within a jurisdiction with targets. To be shown as: % of cities and King County population that have adopted, have made progress, and have achieved targets.
		2. Number of participating cities, non-profits, and companies in climate change-related King County programs	Other than cities, no appropriate denominator is feasible. Programs to include: GreenTools green building program, Evergreen Fleets, New Energy Solutions, Climate Adaptation Manual, Commute trip reduction, and Electric Vehicle User Group.
ES 3.b	Monitor county greenhouse gas	1. King County's operational greenhouse gas emissions	

Strategies		Strategic Measures	Notes
	emissions and use the information to guide future actions and investments to advance progress against emission reduction goals	2. Net community greenhouse gas emission reductions from county actions	"County actions" include: transit services, solid waste management, land management. Meant to capture areas where the county may take an action that decreases regional (geographic) emissions but may increase the County's corporate emissions.
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	1. County climate policies and priorities are made part of King County's annual state and federal legislative agendas	
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	1. Percent of residents taking steps to address local climate change impact, by geography	Measured through DNRP's biennial environmental behavior index survey. Measures residents who address local climate change impacts such as: increased flood risk, increased severe weather events, or summertime drought.
		2. Percent of critical County-owned facilities that may be affected by sea level rise, flood impacts, or other key local climate change impacts that have assessed and are addressing potential impacts	Distributional equity data. Data can be presented with both "percent that have assessed" and "percent that are addressing."
ES 3.e	Advance policies and programs that simultaneously reduce climate pollution and improve health	1. Percent of commuters using transportation modes - transit, walking, biking (aka "mode split") - that promote increased physical activity	This measure focuses on the types of commuting that are not single occupancy vehicles.

Environmental Sustainability

Objective	Indicators	Notes
Objective 4: Minimize King County's operational environmental footprint	1. King County government's total operational greenhouse gas emissions	
	2. King County government's total operational energy use	
	3. King County government's total operational water use	
	4. King County government's total operational solid waste produced	Due to data collection issues, data on solid waste produced will include only four county buildings (Courthouse, Administration Building, Chinook Building, and King Street Building).
	5. King County government's total operational hazardous waste produced	

Strategies		Strategic Measures	Notes
ES 4.a	Incorporate sustainable development practices into the design, construction and operation of county facilities and county-funded projects	1. Water use in county-owned facilities (on a per square foot basis)	
		2. Percent of county buildings achieving LEED Gold and infrastructure projects documenting performance improvements using the sustainable infrastructure scorecard	Green building standards are for LEED ([Leadership in Energy & Environmental Design] a green building certification system) ratings.
		3. Equitable siting of King County facilities that consider existing exposure burdens	Measure to be developed; to consider existing and historical burdens that minimizes/avoids adding additional burdens. Used to show that sensitive or undesirable services not disproportionally located in communities of color or low income communities.
ES 4.b	Measure energy usage in county facilities and use this information to guide conservation investments	1. Energy use at county facilities	Energy plan target: Achieve a 10-percent (normalized net) reduction in energy use in County buildings and facilities by 2012.
		2. Energy use by county vehicles	Energy plan target: Achieve a 10-percent (normalized net) reduction in energy use by County vehicles by 2015.

Strategies		Strategic Measures	Notes
		3. Percent of county's energy that is renewable energy (either procured or produced)	Energy plan target: Produce, use or procure renewable energy equal to 50 percent of total County energy requirements by 2012.
ES 4.c	Invest in alternative fuel transit and fleet vehicles to reduce emissions, fuel use, and fuel costs	1. Percentage of county vehicles using alternative fuels and technologies	
ES 4.d	Create resources from wastewater and solid waste disposal	1. Amount of resources recovered	Resources to include: reclaimed water, biosolids, methane, paper, glass, plastic, and metals.
ES 4.e	Encourage King County employees to reduce their environmental impact	1. Percent of county employees commuting to work by means other than fuel-based single occupancy vehicles	
		2. Total copy paper usage	The target in Ordinance 2011-0129 is to achieve a 20 percent reduction in copy paper usage in 2013 compared to 2010.
		3. Average vehicle miles traveled per capita employee in county-owned vehicles	Meant to capture trips required for work-related purposes.

Service Excellence

Objective	Measure	Notes
Objective 1: Improve our customers' satisfaction with King County	1. Percent of resident survey respondents who are satisfied with the overall quality of services provided by King County	General opinion surveys can provide context for customer satisfaction measurement and ensure the voice of the general resident is included. Source: King County Resident Survey.
	2. For major County services, percent of customers who are satisfied with their overall experience	Requires that agencies administer customer satisfaction surveys for their major products and services on an on-going basis, consistent with current County guidelines for measuring customer satisfaction. These surveys would ask customers about their overall satisfaction and the key drivers of satisfaction – those factors that most influence their overall satisfaction. The work plan will provide details about how this might be accomplished and when. "Major" services have yet to be determined. Source: agency customer satisfaction surveys
	3. For major County services, customer satisfaction ratings for the key drivers of satisfaction for their service/product	
Objective 2: Build a culture of performance and improve the effectiveness and efficiency of county programs, services, and systems	1. Percent of employees who agree that their program uses data effectively to learn, improve, and achieve goals	These questions help reflect the presence of a culture of performance and continuous improvement. Source: King County Employee Survey
	2. Percent of employees who agree that process improvements are being successfully initiated in their program	
	3. Percent of employees who agree that feedback and performance appraisals help them understand how to adjust their work to better achieve program outcomes	
Objective 3: Foster an ethic of working together for One King County	1. Percent of employees who agree that departments and agencies work well together to solve problems and achieve common goals	This question gets at the perception of employees about the strength of interdepartmental collaboration. Source: King County Employee Survey
	2. Cities' perception about their relationship with King County	This measure still needs to be developed. Explore ways to ask our partners about their experience with working with King County. City/County relationships are complex and multi-faceted and will need to be specified to get a valuable response.

Appendix B – How Goal Measures

Objective	Measure	Notes
Objective 4: Increase access to King County services, personnel, and information	1. Percent of resident survey respondents who feel that King County is easy to contact	The resident survey gives some indication about public perception of King County as easy to contact. Source: King County Resident Survey
	2. Percent of web visitors who agree that it was easy to find what they were looking for on the County website, by department	Survey of direct customers – visitors to the King County website – on their experience navigating the website. Source: King County web survey (yet to be developed)
	3. For major County services, customer satisfaction ratings for access as a key driver of satisfaction	Requires that agencies administer customer satisfaction surveys for their major products and services on an on-going basis, consistent with current County guidelines for measuring customer satisfaction. "Major" services have yet to be determined. This measure would be relevant to those services for which "access" is a key driver of satisfaction.

Financial Stewardship

Objectives	Measures	Notes
Objective 1: Keep the county's cost of doing business down, including keeping growth in costs below the rate of inflation	1. Percent of departments that meet annual efficiency goals	Measuring how many departments meet the 3% efficiency goal will provide an indication of the effectiveness of this initiative at the department level and identify programs or areas where efficiency goals have not been met.
	2. Total cost reductions or cost avoidance as a result of implementation of efficiencies	This measure will aggregate the actual fiscal impact of the efficiencies and determine the overall effectiveness of the initiative.
	3. Percent of overhead charge increases at or below the rate of inflation adjusted for population growth	Limiting the growth of central rates is essential to controlling county wide costs and avoiding overhead creep. This measure will be taken for 37 central rates and will be based on the aggregate central rate increase between adopted budgets, adjusted for any policy changes.
	4. Expenditure growth rate for the ten largest funds in King County	This will help identify expenditure growth that is a result of policy decisions, rather than a result of cost or overhead increases. The intention is to identify differences between funds, as well as track growth patterns over time.
Objective 2: Plan for the long-term sustainability of county services	**1.** King County's bond ratings	These measures provide an understanding of the county's ability to pay off long term debt obligations and serve as an indicator of the county's financial sustainability.
	2. Other Post Employment Benefits (OPEB) and accrued labor liabilities by fund	This measure will provide an understanding of the liability by fund and therefore an indication of the long term sustainability of the fund given its current resources.
	3. Percent of funds meeting their reserve and fund balance requirements	Fund balance and reserve requirements are financial policies developed for each fund, so they can withstand financial risks in the short term and plan for long term sustainability.
	4. Investment Pool Performance relative to custom index	Investment pool performance is critical to managing the county's cash assets and funding ongoing operations.
	5. Percent of Capital Improvement projects (CIP) projects in "green" status, per project management tracking method	This measure seeks to capture how effective the county is in executing CIP projects.

Objectives	Measures	Notes
	6. Percent of assets meeting industry standard or King County specific maintenance best practices	Key departments will set goals for asset maintenance based on industry maintenance best practices or on local knowledge. Source: Wastewater Treatment; Solid Waste; Parks; Surface Water; Flood Control; Transit; Fleet; Roads; Airport; Marine; Facilities; IT.
	7. Percent of residential assessments (dollar value) that are upheld	This measure will consider appealed and non-appealed assessments. It is important to monitor the effectiveness of the assessments process to avoid any significant revenue fluctuations or shortfalls. Source: yet to be determined.
	8. Percent of commercial assessments (dollar value) that are upheld	This measure will take into account appealed and non-appealed assessments. This measure will likely fluctuate more than the residential appeals.
Objective 3: 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	1. Percent of budgets presented as products	This measure will be taken at the appropriation unit level and is intended to measure service on a per unit basis.
	2. Percent of new revenue that has received public input (by type): hearing, public meeting, vote, others	This will catalog how King County communicates potential revenue increases to the public and the level of public involvement.
	3. Percent of voters voting yes for levy renewals or proposed additional funding measures	This measure catalogs the choices presented to the public and tracks voter sentiment.
	4. Number of cities or districts contracting for major King County services	The purchase of King County services represents a choice made by other jurisdiction on behalf of the public they serve. This measure aims to catalog and track over time the number of cities that contract with King County for major services. Source: Jail; District Court; Sheriff; Roads; Solid Waste; Surface Water; Investment Pool; Landmark/Historic Preservation; INET.

Public Engagement

Objectives	Measures	Notes
Objective 1: Expand opportunities to seek input, listen, and respond to residents	1. Percent of resident survey respondents who feel that King County seeks feedback or input from residents	This measure seeks to determine whether residents feel they are given opportunities to provide input to their County government. National data available for benchmarking. Source: King County Resident Survey.
	2. Percent of resident survey respondents who feel that residents participate in County decisions	This measure seeks to determine whether residents feel they are given opportunities to participate in their County government. National data available for benchmarking. Source: King County Resident Survey.
Objective 2: Empower people to play an active role in shaping their future	1. Percent of resident survey respondents who feel that input from residents influences decisions in King County	This measure seeks to determine whether residents feel that input they provide influences decisions made by their County government. National data available for benchmarking. Source: King County Resident Survey.
	2. Percent of employees who feel that residents input influences decisions in King County	This measure seeks to determine whether employees feel that resident input influences decisions made by County government. National data available for benchmarking. Source: King County Resident Survey.
Objective 3: Improve public awareness of what King County does	1. Percent of resident survey respondents who feel that they were able to find what they needed within two clicks or calls	This measure seeks to determine whether residents feel they were able to find what they needed from their County government in a timely and customer service oriented manner. If the answer is a strong yes, we know that our public face is organized in a way that is accessible, thereby increasing awareness. Source: King County Resident Survey.
	2. Percent of resident survey respondents county residents who are aware of the services the county provides	This measure seeks to determine the basic level of awareness of county residents about king County's services. Source: King County Resident Survey

Quality Workforce

Objectives	Measures	Notes
Objective 1: Attract and recruit a talented county workforce	1. Percent of applicants who are currently employed	This is meant to indicate what percent of applicants are willing to leave a current position to take a position with the county, indicating that we are an employer of choice.
	2. Percent of applicants and hires whose qualifications are rated as "meet qualifications" vs. "highly desirable"	This measure is meant to show that we are attracting and hiring the best candidates in the job market. "Highly desirable" candidates are rated higher than "meet qualifications" candidates.
	3. Percent of applicants and hires by Equal Employment Opportunity Commission (EEOC) category relative to the census population of King County	A talented county workforce is by definition a diverse county workforce. This measure shows that we are attracting and hiring a diverse workforce. It also shows that King County is viewed as a desirable employer by a diverse community. Potential sub-measures can address diversity by job types (rather than overall).
	4. Time to hire	A transparent, predictable, and timely process will advance the County's ability to hire quality individuals. This is a system measure that includes from job posting to hiring manager approval. Potential sub-measures can inform the cycle time of different stages of the process. This will highlight the variances at different stages of the cycle due to strategic choices, efficiency opportunities, or a need to ensure quality in the hiring process.
Objective 2: Develop and retain quality employees	1. Percent of employee voluntary turnover	The number of employees leaving the County is an important indicator of employee satisfaction. Will be aggregated between voluntary (excluding retirement) and involuntary turnover. Voluntary turnover is an indicator of whether new employees are satisfied with their new position at the county. Involuntary turnover (probationary release) can be an indicator of the hiring process determining a successful candidate.
	2. Percent of employees who feel they have a clear understanding of their career path in King County	Employees who know their career progression and opportunities will more likely feel connected to King County and more aware of how to develop the skills to get there. Source: King County Employee Survey

Objectives	Measures	Notes
	3. Percent of employees who feel they have opportunities at work to learn and grow professionally	Within the last year. Respondents will be able to indicate whether training and/or other employee development methods contributed towards those opportunities. Source: King County Employee Survey
	4. Percent of employees who feel they have received sufficient training to perform their job effectively	Training is a key aspect to developing County employees. Source: King County Employee Survey
	5. Percent of employees who feel they have a positive relationship with their supervisor	Good relations between employees and supervisors are critical for retaining quality employees. Source: King County Employee Survey
	6. Percent of internal promotions where the candidate's qualifications where identified as "highly desirable"	This indicates the employee has been trained, developed in their role, and has been cultivated to be successful.
	7. Percent of employees who feel King County programs and policies support a work/life balance	Source: King County Employee Survey
Objective 3: Utilize employees in an efficient, effective, and productive manner	1. Annual absentee rate	
	2. Ratio of healthy hours worked per total work hours	"Healthy hours worked" (also known as presenteeism) can indicate the level of focus and energy an employee brings to the job, which contributes to the productivity of the workday. Source: Wellness Assessment (derived from eight questions)
	3. Percent of employees who feel they are working at their most efficient, effective, and productive on a regular basis	Source: King County Employee Survey
	4. Percent of employees who feel they have an opportunity to make suggestions to improve their work	Indicates level of employee engagement with their work. Source: King County Employee Survey
	5. Percent of employees who report receiving informal feedback about their work performance from their supervisor	Within the last week, month, or quarter. Indicates level of engagement opportunity cultivated within the workplace. Source: King County Employee Survey

Objectives	Measures	Notes
	6. Percent of employees who feel that communication at work connects them to the mission, values, and goals of the County	Question asked can be broken down by different categories (from the Executive Office, from your Department Director, from your immediate supervisor, etc). Source: King County Employee Survey
	7. Percent of employees who feel that communication at work gives them the information they need to do their job	Question asked can be broken down by different categories (from the Executive Office, from your Department Director, from your immediate supervisor, etc). Source: King County Employee Survey
	8. Percent of employees who feel they have the tools and resources to do their job	Source: King County Employee Survey