

# Public Perspectives and Priorities for the **Future** of King County



**King County**

Report on Public Input for the King County Strategic Plan, 2014-17

January 2014

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## EXECUTIVE SUMMARY

The overall goal of this public engagement effort was to collect meaningful input from the public to inform the update of the King County Strategic Plan. We talked to city leaders, county employees, and the general public in workshops, focus groups and an online discussion forum. In all, we heard from **nearly 700 community members**, comprising much of the rich diversity we have here in King County. Though this represents only a small proportion of the county population, it is nearly three times the number of people that gave input for the existing plan, and the conversations were robust.

Community members discussed a wide variety of issues, much of which are covered by goals and strategies described in the existing plan. However, this time we specifically asked them to identify their top priority issues for the county to address, honing in on efforts that would make the greatest difference in their lives – whether they are traditionally county services or not. Half of these amounted to **basic needs (mobility, jobs, housing, and safety)**, perhaps as a result of the effects of the Great Recession with which many people continue to struggle.

*“We’re just like everybody else; we need to work, have a place to live, and a way to get around.”*

They also want King County to continue to nurture **two of the things that make our county great: the people and the outdoors**. They want us to be bold leaders in overcoming persistent inequities in our systems and communities, and they want us to be forward-thinking innovators as we work to preserve the natural environment around us.

*“I will never move away! I love my work...the people who live here...the climate and...you can*

### Public Priorities

#### WHAT WE DO

1. Mobility
2. Economic vitality
3. Safety
4. Housing
5. Equity
6. Healthy environment

#### HOW WE GET IT DONE

- Coordinate for one King County
- Engage the public meaningfully and authentically
- Continue efforts to be efficient and effective

*have a trip to a sunny beach or a snow covered mountain on the same day...”*

In order to get these things done, they want us to:

**1. Coordinate for One King County.** They understand that we cannot move forward in a meaningful way unless we are working for the benefit of everyone. Moving beyond an “us versus them” mentality was something participants expected of our region and its governments. They want us to collaborate with other local governments, businesses, and our community partners to share resources and find regional solutions that respect local needs. For instance, they don’t want transportation policy discussions to be a battle between roads and transit anymore. They see that the only solution that will offer true mobility for everyone is a seamless network of pathways and modes of transportation that get people where they want to go when they need to be there.

*“Getting various transit agencies to connect seamlessly at strategic hubs should be a KEY objective...”*

**2. Engage the public meaningfully and authentically.** They want us to see the public as true partners, giving them the information they need and engaging with them early and often. It is clear that the people who live, work, and play here in King County truly value its many assets. They want to see it work even better as we move forward – for everyone – and they want to work with us to make that happen in new and courageous ways.

**3. Continue to operate more efficiently and effectively, while considering new roles for the county in solving regional issues.** They believe we are heading in the right direction for the most part, and they don’t want us to lose sight of our efforts to be lean in our operations as we challenge ourselves with imagining new roles for the county in solving economic, housing, discrimination, and other complex problems facing our communities.

*“The county has to be intentional about leveraging partnerships and limited resources...be courageous.”*

## ACKNOWLEDGEMENTS

The design, implementation, and analysis of this public engagement program was a group effort.

### **Design Team Members**

John Resha, Senior Principal Legislative Analyst, Metropolitan King County Council

Jason King, Director of Communications, Metropolitan King County Council

Matias Valenzuela, Manager, Public Health-Seattle and King County Community Based Public Health Practice

Derek Belt, Social Media Specialist, King County Information Technology

Jacqueline Blackwell, Equity and Social Justice Program Manager, Department of Elections

Alan Painter, Community Service Area Program Manager, Department of Natural Resources and Parks

Betty Gullede-Bennett, Communications Manager, Department of Transportation

### **Community Partners**

Asian Counseling and Referral Service – Mandarin and Cantonese focus groups

Casa Latina – Spanish focus group

El Centro de la Raza – Spanish focus group, technology assistance

King County Library System – Technology access

Literacy Source – Technology assistance

Multi-Service Center – Technology assistance

Refugee Women’s Alliance – Vietnamese and Russian focus groups, technology assistance

Somali Community Services Coalition – Somali focus group

YWCA Learning Center at Greenbridge – Technology assistance

### **King County Office of Performance, Strategy, and Budget Staff**

Michael Jacobson, Deputy Director of Performance and Strategy

Meagan Eliot, Project Manager

Van Badzik, Senior Strategy and Performance Analyst

Steve Stamper, Analyst

Glynnis Vaughan, Communications Specialist

Ayesha Kelly, Administrative Assistant

## INTRODUCTION

In 2010, the county adopted its first countywide first strategic plan, crafted after an analysis of the state of the county and consultation with approximately 250 diverse community members. We heard many ideas at the time, and though our work is not done, progress has been made. For instance:

- The public wanted us to reduce our costs. We consolidated facilities, reduced energy costs, worked with labor, and implemented an employee wellness program that alone saved us over \$46 million.
- The public wanted us to be more efficient and accountable. We implemented “Lean” process improvement tools, improved public engagement in unincorporated areas outside city boundaries, began working more closely with city and regional partners, and created more transparent budgeting and fund management practices.
- The public wanted us to improve customer service. We established dedicated Customer Service Officers in every department, established a complaint tracking process, developed customer service training program, and adopted an Executive Translation Policy to make more important county documents available in more languages.

Meanwhile, the landscape in which we are crafting and implementing county policy is changing rapidly. The Great Recession, new policy developments such as the Affordable Care Act, and evolving technology (widespread use of all technology and smart phones) have all impacted and continue to shape our region.

The overall goal of this public engagement effort, conducted between September and November 2013, was to collect meaningful input from the public to inform the update of the King County Strategic Plan, determining if the strategic direction set for 2010-2014 is still valid or if a new strategic direction is needed as a result of the changes and progress referred to above. This work supplements the statistically valid resident survey conducted in 2012 (see [Appendix A: King County 2012 Resident Survey, Executive Summary](#)) and gives us a sense of the public’s priorities for where and how the county should prioritize its efforts over the next four years.

### Approach

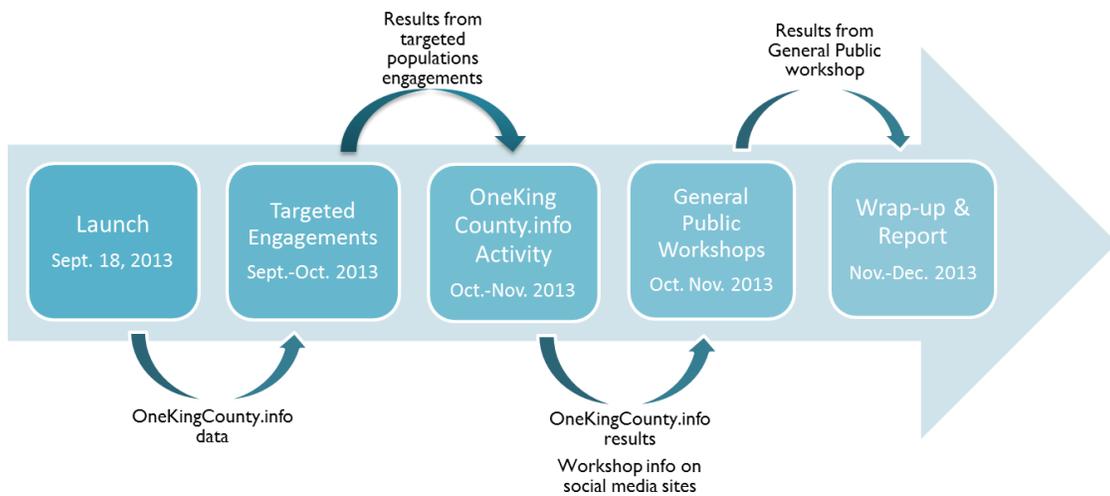
In updating the countywide strategic plan, King County identified several approaches to hear from the public about their priorities:

- Open public workshops – These were designed as a “come one, come all” series of workshops located around the county in order to talk with people in person about their challenges and ideas for the county.

- Focus groups with limited English proficient community members – These sessions were designed to reach traditionally underserved populations. Our community partners recruited a diverse array of participants for each one.
- Workshops with city officials – These were hosted by the Sound Cities Association and designed to identify city needs and opportunities for partnerships.
- OneKingCounty.info – This was an online discussion forum designed to increase the number of people giving input to the development of the plan, build dialogue between community members and the county, and reach a broader cross-section of the public.

Because each approach was implemented during the same 2 ½- month window (see Figure 1 below for general process flow), we asked similar questions in each venue and shared the collective results in a biweekly report to King County elected officials. The biweekly report was also posted to OneKingCounty.info in order to provide one place for all participants to find what we were hearing in each venue (see [Appendix B: Sample Biweekly Report](#)).

**Figure 1: Public Engagement Process**



See [Appendix C: Public Engagement Assessment](#) for a summary of the effectiveness of this overall approach. This assessment covers each element of the approach, though we were especially interested in the use of OneKingCounty.info because it was the first time the county had used an online engagement approach like this.

## Outreach efforts

We employed a broad and diversified outreach strategy to let community members know about the opportunity to give their input on the strategic plan update:

- Press releases and news articles
- Advertisements – online and in print
- Social media, such as Facebook and Twitter
- Websites
- Public Service Announcement
- Newsletters
- Presentations
- Posters and bookmarks
- Direct invitations

See [Appendix D: Summary of Outreach/Marketing Efforts](#) for more detail.

## Whose voices were heard

In all, we heard from approximately 680 community members through our formal engagement efforts:

- City workshops: 20 city managers/administrators, 15 elected officials
- Public workshops: 21 total participants (3 in Bellevue, 12 in Snoqualmie, 4 on Vashon Island, 2 in Seattle)
- Focus groups: 123 participants (15 Vietnamese, 21 Russian, 23 Somali, 33 Chinese, 36 Spanish)
- OneKingCounty.info: 504 active participants

Many more individuals were exposed to the discussions we were having with the public via community presentations (data not tracked) and OneKingCounty.info (nearly 40,000 page views and over 6,500 unique visitors).



We collected demographic data primarily on the OneKingCounty.info site, though we also have limited data on focus group participants. Following are highlights of what we know about these participants:

- Gender: Nearly two-thirds (60%) were female (n=504).
- Age: Most (91%) were between the ages of 25 and 64 (n=504).
- Years as county resident: Most (70%) have lived in King County for ten years or more (n=167).
- Race: Just over half (51%) were Caucasian or White (n=280).
- Language: Just over half (56%) spoke English as their primary language (n=367).
- Employment: Approximately two-thirds (68%) were employed in a wage-based job. Few (17%) were employed by King County (n=367).

Overall, the group of community members that participated in this process was not representative of the county demographics, with some groups represented more than others in comparison to the total county population. This is important to note, but it does not invalidate what we heard. This effort was qualitative in nature, seeking deeper understanding of community needs and opinions. It was not intended to be a statistically valid study.

More details are available in [Appendix E: Participant Demographics](#).

## PUBLIC PERSPECTIVES AND PRIORITIES

This section provides a report of what we heard from community members through all of the conversations we had with the community. It is organized in two sections – what we do and how we get it done. The issues described in “what we do” are the top six priorities reported by city officials and the public and are presented in priority order. The issues described in “how we get it done” are not prioritized. As a whole, they are the important things community members want the county to consciously incorporate into the way we do business and provide services throughout the county, including both incorporated and unincorporated areas.

### WHAT WE DO

#### PRIORITY 1: MOBILITY

*“Efficient transportation is KEY to improving living conditions of everyone in the county... form comprehensive networks linking residential communities with businesses and places of work...”*

*– OneKingCounty.info participant*

King County is clearly challenged with mobility issues due to a variety of reasons. Freeways and highways feeding into urban areas are regularly congested during peak commute times. Metro buses are not resourced well enough to provide the additional 510,000 hours of service that is needed to meet demand and is actually facing *cutting* up to 600,000 hours of service instead. Rail options are improving but not yet expansive enough to maximize its usefulness. Roads in unincorporated areas of the county are deteriorating, and the county lacks funding to maintain and preserve them. Challenges faced in each of these aspects of King County's transportation network significantly limit the mobility of people who live, work and play here, limiting people's ability to get to work and school, regional economic development, and access to basic needs for many of our residents. These sentiments are reflected in community members' response to the 2012 resident survey, rating both transit and roads as highly important though with a much lower satisfaction rating with our road and bridge maintenance services. Following are more details on key points about mobility as raised by community members.

**Congestion** is a major challenge for most anyone traveling Monday through Friday, between 6:00 and 9:00 in the morning and between 3:00 and 7:00 in the afternoon/evening. Commuters expressed need for a reliable and **accessible transit system in order to relieve congestion** on our thoroughfares. To the extent that more people are able to use transit to get where they need to go, others that still rely on their cars will have an easier commute as well.

-  Increase service on current transit system
-  Update transit with small gauge, branching monorails/light rails that coexist with existing public roads for a balanced and hassle-free transit and roadway system
-  Underground subways similar to Vancouver's CanadaLine

Whether because of financial or physical issues, **access to transit** in the current system is challenging for some. While some people have suggested increasing transit fares to preserve current service levels, many focus group participants described having a hard time being able to afford current fares. People who live in suburban and rural areas live too far from bus stops to be able to walk to them, including older adults and people with disabilities who may not be able to drive themselves to the nearest Park and Ride. This tends to happen more as people age in their single family homes or as a result of changes to the transit system over time.

-  Establish partnerships with community organizations to make reduced cost passes available to low-income and/or job-seeking residents on a priority basis
-  Operate on-demand shuttles to transport citizens in remote areas to bus lines, park-and-rides or light rail lines

**Infrastructure designed for pedestrians and cyclists** is not adequate for many. Older adults and people with disabilities have difficulty getting around the county due to sidewalks in disrepair or with barriers that make it impassable for people who are wheelchair-bound. Cyclists continue to report that roadways are not safe for them, particularly in Seattle and other urban areas. Some parents walking their children to school or bus stops also face dangerous conditions because of poor visibility, heavy traffic or lack of complete sidewalks due to construction in urban areas or lack of construction in rural areas.

-  Provide bike shoulders or lanes on county roads. Create bike-only roads where appropriate.
-  Institute sidewalk initiatives for more areas of the county, providing a sidewalk on at least one side of each paved road

Some residents are frustrated with the County's investment in large transit projects and the current state of our regional transportation planning efforts. They think we lack long-term solutions to fix rush hour commute times to and from employment centers, especially downtown Seattle. They would like to see **improved coordination between government agencies** throughout the County to develop balanced transit and roadway solutions that provide a multi-jurisdictional, modernized transportation system that lets people get where they need to go without so much hassle.

-  Convene agencies to help create comprehensive networks to seamlessly link communities with businesses and workplaces
-  Continue with efforts to coordinate funding

## PRIORITY 2: ECONOMIC VITALITY

Contrary to the moderate importance community survey participants attributed to economic development services, everyone we spoke with shared an interest in the economic well-being of our county – residents, businesses, social service organizations, our local government partners and the state. Each has a slightly different perspective on the situation, from residents seeking living wage jobs to the state's interest in King County as an economic engine. Each perspective is inextricably linked to the other, whether the needs complement or compete with one another. Following are more details on key points about economic vitality as raised by community members.

*“I want to work. I can do it. No one will give me a chance.”*

*– Focus group participant*

Residents want more **quality, living wage jobs**. As discussed above, many people live far from the urban centers where most living wage jobs are located. While some people make the long commute to access these jobs, others cannot afford to do so and take lower paying jobs near where they live.

Some voiced concerns with making ends meet when considering the low minimum wage, high cost of living and long commute times. Although there is debate around what the minimum wage should be, some believe it is currently too low.

Meanwhile, there are many jobs in the county that do pay well, but there are not enough people who live here that hold those skills. Our education and job training system is not adequately building the necessary skills in our region to meet the demands of our local economy. As a result, people from other states and countries are being recruited and relocated here to fill those jobs.

Other living wage jobs are available in many areas, including industrial areas such as the South Park area of Seattle, but education and training requirements preclude many people from accessing them. Some community members believe this is a

-  Improve access to the internet
-  Provide more language and skills training
-  Include work training organizations in training to job pathways
-  Provide better reentry support services and create protections against employment discrimination for former inmates
-  Consider different approaches to hiring practices, such as not requiring online applications or removing specific education levels as a requirement
-  Create an employment resource center accessible by job seekers and employers, including a special focus on jobs that may be done by people with limited English proficiency
-  Attract companies that would fit well in rural and suburban areas and provide living wage jobs, such as one suggestion for an integrated lumber mill bringing back county jobs

result of a lack of specific training-to-job pathways or willingness to look past traditional job prerequisites in order to employ a diverse workforce and develop skills through on-the-job training. These are critical barriers for young people entering the workforce without higher education, people who need to consider a new career path because they had been laid off during the economic downturn or other reasons, and immigrants who are anxious to work but are consistently denied employment because they do not speak English well. Many feel King County should be more creative and courageous in how we connect people to jobs.

*“I think it might be worthwhile looking to "community economic development" models that focus on promoting capacity building and sustainability of any economic development strategies implemented.” – OneKingCounty.info participant*

Cities discussed the fact that we are **competing for limited resources to attract and retain businesses**, and this has not been effective. The communities in King County are unique, whether incorporated or unincorporated. The unique characteristics of each community, the diversity of the people who live there, local values, the surrounding environment and more need to be considered in order to succeed in attracting and retaining the kind of businesses and other employers that will support a diversified and thriving economy throughout the county. Each community has different development needs or desires. Cities shared that they see the county as having a unique regional viewpoint that could lend to supporting a coordinated economic development effort. The current lack of coordination in development efforts has created competition for limited grant funds, which tend to be awarded in some areas more than others. This, they said, is a disservice to the vitality of the county as a whole.

- 💡 Take more of a leadership role, using our birds-eye position to identify the different kinds of economic development that is needed and to engage our partners in discussions in ways to deploy resources to support local and regional needs.
- 💡 Revamp tax code and support business development in underserved communities
- 💡 Create community economic development models that focus on promoting capacity-building and sustainability
- 💡 Focus more on developing land empty/abandoned buildings previously used for industrial or commercial purposes
- 💡 Allow mixed business/residential construction in residential zones that doesn't impede traffic or create excessive noise
- 💡 Partner with businesses and nonprofit organizations to help foster small businesses

### **PRIORITY 3: SAFETY**

Generally, people reported feeling safe in most King County communities. In fact, safety was a smaller part of the conversation in all of the venues. It rose to the top of the priority list because the specific concerns that were mentioned were given a high importance rating:

- Criminal or uncomfortable behaviors experienced in downtown Seattle, primarily aggressive panhandling and other behaviors of homeless and mentally ill individuals.
- Increased muggings and home invasion robberies.
- Threatening behavior on buses and at bus stops throughout the county.
- Hot spots around the county that draw drug activity, violent altercations and property crimes which some attributed to the slow recovery from the recession in some communities.

Law enforcement and first responder services were rated highly important in the 2012 resident survey, while at-risk youth services and mental health/substance abuse treatment, were rated somewhat less important. Community members acknowledged that efforts to keep our communities safe must go beyond police-oriented solutions and aim to prevent crime from happening in the first place through a variety of services. Following are more details on key points about safety as raised by the public.

*“Like other places, including many communities on the Eastside and elsewhere in metropolitan King County, crime is concentrated, often in places with inadequate housing and other social ills associated with poverty. Policing alone is not a solution.”*

*– OneKingCounty.info participant*

Although most residents feel Seattle is safer than most large cities, people voiced a growing **reluctance to live and spend time in Seattle** from fear of violence and aggressive behavior on the city streets. Many feel the housing and service needs of the chronically homeless are not being addressed and believe this is adding to the fear residents have. Some believe the panhandling and vagrancy laws are not being enforced. Residents see a lack of collaboration between homeless services, health care clinics, and police services, and would like to see more cohesion for the common goal to service all of the county’s residents and increased safety.

People in both incorporated and unincorporated areas of the county believe there is **insufficient police presence** in some of our communities. This is causing many to feel unsafe in specific areas such as White Center, Tukwila, Southcenter Mall, and on many college campuses throughout the county.

Opinions vary on how to deter illegal behavior. Some believe more visibility of law enforcement presence would help. However, many people are concerned about the **behavior of law enforcement officers** towards minorities and do not want to see the area police agencies implementing “stop and frisk” police policy as seen in other cities. Others believe improving public safety is not an issue of more police presence alone and would like to see the county and cities focus on efforts and programs of prevention and opportunity, taking the “helping hands, not handcuffs” approach. People living in unincorporated areas of the county would like to see more collaboration and communication between police and residents to address the safety concerns in those communities.

-  Increase enforcement and policing to crack down on crime *and* provide services that prevent crime and harassing behaviors
-  Strengthen existing laws
-  Work to address upstream causes of crime
-  Provide more visible law enforcement presence through community policing - where the police and the community share responsibility for identifying, reducing, eliminating and preventing problems that impact community safety and order

#### PRIORITY 4: HOUSING

There is a widespread need for improving access to quality housing that is affordable throughout the county. People are feeling squeezed out of housing all around the county. To find more housing that is affordable, families often move further from employment centers, adding to traffic and transit congestion as people commute to and from work. Most people believe that addressing our housing issues is critical to the industry and long-term vibrancy of the King County community. Some believe policy decisions by the county and cities have created an environment where rent and housing prices can only increase. People want the county to figure out a way to provide enough housing for everyone who wants to live in King County, in a way that doesn't turn all of the desirable neighborhoods into virtual gated communities.

Affordable housing and homeless housing services were given a fairly high importance rating in the 2012 resident survey. Following are more details community members' housing concerns.

*“We need to figure out a way to provide enough housing for everyone who wants to live here, and in a way that doesn't turn all of our desirable neighborhoods into virtual gated communities.” – OneKingCounty.info participant*

**Lack of quality housing that is affordable** for people with lower and middle incomes is forcing residents to move further from employment centers. Some attribute this to rent prices rising too quickly each year and disproportionately to cost of living adjustments. Moving away from employment centers to areas where housing is more affordable is further exacerbating already difficult commutes for many employed residents. Cities also described concerns about greater needs for social services in rural and suburban areas as a result of lower income residents moving to areas with lower housing costs, though fewer social services tend to be located in those areas.

Some believe housing has become unaffordable through **“unwise” housing and development policies** from the county and cities, saying that the Growth Management Act has created an artificial shortage of housing which is driving up prices.

- 💡 Develop a multi-decade all-region push to create affordable and workforce housing
- 💡 Encourage lower cost housing units closer to urban centers through changes in the urban zoning ordinances with a balance for affordable and premium housing
- 💡 Create incentives to increase low-cost, family-size rentals and provide greater assistance for low-income families, fixed-income seniors and those in need of transitional housing and shelters
- 💡 Place restrictions on rent increases
- 💡 Develop a permanent solution for “Nickelsville” (homeless encampment)
- 💡 Restrict residential parcel purchases to humans, not corporations/businesses.

## PRIORITY 5: EQUITY

Everyone agrees that King County should be a place where all people have the opportunity to live well. Unfortunately, many community members continue to face discrimination in their daily lives. Not everyone has equal access to jobs, housing, quality education opportunities, healthy food options, or physical and mental health care – all important aspects of living well. To ensure that King County is an equitable community, it must address these challenges.

Equity issues are woven through every service the county provides. Following are more details on key points about equity as raised by the public.

*“The driver told me to stop speaking Spanish on the bus. If that is a rule, I didn’t know.” – Focus group participant*

Community members shared **concerns about discrimination** in daily life. Participants said they have been experiencing racism in their search for work and housing, with law enforcement, and on the buses. Newer immigrants struggle with language as well as understanding “the rules”, making it especially difficult for them to combat discrimination on their own. Some believe there are not enough resources available to help people communicate in a healthy way about social justice issues.

In addition to individual discrimination, inequities are created at the institutional level. In particular, community members discussed issues with education and health.

- 💡 Be a leader in anti-discrimination
- 💡 Create world class community coalitions that tackle inequality
- 💡 More directly tap into nonprofit organizations (NPO) that address civic rights and equity
- 💡 Organize “Talk Time” events - an easy, non-threatening way for internationals to practice speaking English

*“Civil rights and social justice is a core value we should instill and cherish.” – OneKingCounty.info participant*

Many people believe addressing **inequity in education** should be a priority of the County, saying that not enough money is being spent on students. Others believe we spend too much money and need to figure out how to make the school systems work more efficiently and desire more community involvement in fostering the necessary learning environment for success. They believe our community is not valuing the education of all of our students. Some voiced a need for better GED resources. Others would like to see more school district collaboration and coordination for an approach that promotes a set of basic values, standards, and ways to allocate resources and build an education system that delivers quality education for all public school students.

- 💡 Improve regional education systems
- 💡 Increase funding for supplies, teachers and enrichment programs
- 💡 Support virtual retirement communities
- 💡 Rebuild sustainable local food systems

**Access to resources for basic needs** for every King County resident is a concern for many people. Residents report that many food banks provide foods that are high in saturated fat or are otherwise generally unhealthy. What is available for people who rely on food bank resources is only available during limited hours, creating a challenge for people to access food and take care of other basic life needs as well.

## PRIORITY 6: HEALTHY ENVIRONMENT

Most people think our great outdoors is one of the best attributes about living in King County, and believe that the environment needs to be preserved for future generations. There are concerns that our reliance

on cars for transportation and limited public transportation options are not only affecting mobility but also our environment and health. They would like to see the beauty of King County and its ecosystems preserved. Some believe climate change is a serious threat to the region and must be reversed immediately.

Land use planning was rated somewhat important in the 2012 resident survey. Following are more details on key points about a healthy environment as raised by the public.

***“Our goal should be to maximize mobility and access and health, and minimize environmental damage and congestion.”***

*– OneKingCounty.info participant*

Some residents are very happy with the results of the Growth Management Act and would like local governments to continue **preserving open space and rural character** while clustering development throughout the county. They believe this will limit suburban sprawl that destroys rural ecosystems. Residents would like to see the county balance needs of development, agriculture, and environment by erring on the side of natural resources. Some also believe we are damaging our protective atmosphere and food-producing bodies of water and would like to see the creation of large-scale solutions.

Many people say that the general **reliance on cars** for transportation is currently unavoidable due to the lack of viable alternatives. Some want to see the high reliance on fossil fuels, which they believe to be causing long-term health problems, addressed with creative solutions that make sense including experts to explore alternative options.

Some are concerned with a lack of awareness surrounding proper **recycling and composting techniques**. They believe more promotion and education is needed to get every resident in the county following recycling laws to improve our environment and see an increase in educational workshops as crucial to this goal.

-  Require tree planting and maintenance as part of commercial building permits
-  Build solar panels on County buildings
-  Reduce runoff in Puget Sound from pesticides and fertilizers
-  Require all agencies to publicly report environmental impacts
-  Support transportation-related and other environmental awareness programs
-  Move towards becoming Zero Waste to Landfill County
-  Build flexibility into permitting process

## HOW WE GET IT DONE

### COORDINATE FOR ONE KING COUNTY

Community members embraced the theme of “One King County.” Recognizing the many assets we have as a whole (urban and rural recreational opportunities, fresh food from our farms, urban employment centers, etc.) and how we all benefit from them, they had a clear vision that we should be working together to support a vibrant and diversified county.

*“Overlap and duplication of effort caused by the fragmentation of local government accountability paradoxically produces many of the gaps in service and strategy we experience everyday.”*

*– OneKingCounty.info participant*

Both city leaders and residents of King County acknowledged that government entities and community organizations have **duplicated efforts** because we have historically operated in silos. They talked about how this creates gaps in services rather than improving the availability of services.

 Convene regional organizations, cities and other local governments and social service organizations – as appropriate for the issue – to improve coordination in policy development and delivery of services

Among county residents and others who work in the county, there was also an acknowledgement that we tend to value and seek to support and protect what is immediately around us – a kind of **“me mentality.”** The urban-rural divide was a prime example of this, according to OneKingCounty.info and Snoqualmie workshop participants. They asserted that we should recognize that people who live in urban areas benefit from the fresh produce and beautiful outdoor recreational opportunities in rural areas, and people in rural areas benefit from the world class arts opportunities, living wage jobs in urban areas, and economically from recreational tourism in the rural areas. Taken as a whole, they said these things make our county strong, and the county should keep this in the forefront as policy decisions are made for future development.

 Continue to promote the One King County message

 Develop campaigns that promote all of King County’s assets and build the understanding of value of all areas of the county to build support for coordination between entities and possibly a new way of expending resources

## ENGAGE THE PUBLIC MEANINGFULLY AND AUTHENTICALLY

In every engagement in this process, the desire to share in the development of King County as a great place to live, work and play was palpable. The public would like to see more engagement in every way, with the county working with community members as true partners.

*“The governing body, and especially the administrative arm of the county, needs to see the people it serves, as the source of more than cursory input.” – OneKingCounty.info participant*

In order to effectively access county services, live as productive members of our communities, and share in the county’s development, they said they need to **know more about what the county does** and the issues the county faces as we move forward. Many people talked about not knowing the difference between county services and other government services, not knowing how to find the information they need and not always getting helpful responses when they ask for information. Somali community members, for instance, shared how many of their teenage sons have gotten entangled in the criminal justice system because, as new immigrants, they don’t understand our laws and expectations of public behavior.

People often feel that **government is out of touch with them** and don’t believe the county cares about what they think. They want to be asked about the challenges they are facing. They want to share their ideas. They asserted that they know their communities better than county staff and elected officials and can offer valuable information for county decision-making when they are asked what they think – and when they have a real opportunity to influence outcomes. They do not want to be asked what they need if their input is not going to be at least seriously considered. Regarding her participation in one of the focus groups, a participant said, **“I feel like the county cares about us.”** A OneKingCounty.info participant had a similar sentiment about the online discussion, saying, **“I felt like my opinions mattered.”** Still others urged that efforts like this need to be completed in a

- 💡 Continue improvements with the county website, including improvement of the timeliness and accuracy of information
- 💡 Reach out frequently and use outreach tools that will effectively reach all communities, such as sharing information in community clinics or appearing monthly on Somali TV on different aspects of local policy and services
- 💡 Continue to develop customer service ethic among staff *and* leadership
- 💡 Enhance efforts to engage and be responsive to rural communities
- 💡 Build public engagement skills and practices across all county departments and agencies
- 💡 Share results of every engagement effort, letting the public know what we did, any barriers we may be facing, and the progress we are making toward success

meaningful way, saying that we also need to make sure to report back on what we did with their information.

*“It may also take quite a bit of time for us to determine if you are really listening.” – OneKingCounty.info participant*

#### CONTINUE EFFORTS TO BE EFFICIENT AND EFFECTIVE

Every government entity must continue to provide services that meet needs through the most cost-effective means possible. Community members that engaged in this process said we are heading in the right direction, and we should continue with these efforts.

 Embrace lean principles and process improvement more broadly

*“Making government more efficient and accountable should be among our highest priorities. Doing so is the only hope we can address the many pressing issues facing our communities.”*

*– OneKingCounty.info participant*



## CONCLUSION

In his introduction to *Citizenville: How to Take the Town Square Digital and Reinvent Government*, former San Francisco mayor and lieutenant governor of the State of California Gavin Newsom wrote, “The revolution is happening now, and the world is changing too quickly for government to respond with tiny, incremental changes. It is time to radically rethink the relationship between citizens and government.” Though this strategic planning process may not constitute a revolution, it has provided us an opportunity to think big and act smart. The challenge now is for King County to effectively incorporate these ideas into the King County Strategic Plan process, meet the public’s expectations for participation, and capture the enthusiasm and innovation that our community offers.

*“Feedback from county officials is necessary if the process is to be successful. County officials have to let the public know why their suggestions were or were not implemented.” – OneKingCounty.info participant*

### Next Steps

January – March 2014	Work with council and executive leadership to establish county priorities, reflecting on the public’s priorities and an analysis of our strengths, weaknesses, opportunities, and challenges
March 2014	Council adoption of priorities, following brief public comment period
April – June 2014	Draft full plan, with updated goals, objectives and strategies
June 2014	Final opportunity for public to review and comment on plan
July 2014	Finalize plan and begin implementation

# APPENDIX A: KING COUNTY 2012 RESIDENT SURVEY, EXECUTIVE SUMMARY



| 2012 Resident Survey

Executive Summary

## KING COUNTY 2012 RESIDENT SURVEY EXECUTIVE SUMMARY

### Summary and Purpose

In April 2012, the King County Office of Performance, Strategy and Budget conducted the second ever survey on King County services. The first survey was conducted in spring 2009. Over 1,000 residents were randomly selected to gather statistically valid data regarding:

- satisfaction and perceptions of King County as a community
- satisfaction and priorities of King County's local and regional government services

Survey results and analyses will be used to:

1. Assess progress on the King County Strategic Plan.
2. Inform program and budget priorities.
3. Inform product development and work plan action items.
4. Assess public perceptions of King County and County programs.
5. Compare results to historical and national peer benchmarks in order to understand how we are doing.

### Survey Methodology

The survey was conducted during April and May 2012. Residents were first notified of their selection by mail which was followed by a phone call. Residents had the opportunity to complete the survey through mail, internet, or phone – unless they explicitly declined to participate. The survey took approximately 15-20 minutes to complete, and was administered in English, Spanish, and Mandarin Chinese.

Overall, a random sample of 1,025 households participated in the survey. There were at least 250 respondents from Seattle and 125 respondents from each of the following six geographic areas of the County:

- North/East Urban Unincorporated
- North/East Rural Unincorporated
- North/East Cities
- South Urban Unincorporated
- South Rural Unincorporated
- South Cities



### Key Findings

#### Residents generally have a positive perception of King County.

- 83 percent of residents were satisfied with the County as a place to live.
- 78 percent of residents were satisfied with the County as a place to work.
- 74 percent of residents were satisfied with the overall quality of life in King County.

#### King County is moving in the right direction.

- Overall satisfaction with County services improved two percent from 2009.
- King County's "Overall Resident Satisfaction Index" improved while the "Large Communities National Average" decreased.
- Satisfaction with County services improved or stayed the same in 28 of the 48 areas rated in 2009 and 2012.

#### Areas of notable significant increase include:

- Flood protection
- Construction and maintenance of roads/bridges
- King County Metro Transit
- Building permits and inspections
- Elections and voter registration

#### Areas of notable significant decrease include\*:

- 911 and Medic One services
- Civil and criminal justice court services
- Veterans' services
- Stormwater management

\*See "Expanding on the data" section for more information.

#### King County is setting the standard among other large U.S. communities for service delivery.

- Satisfaction with the overall quality of County services rated eight percent above the national average for large communities (those with populations above 500,000).
- Satisfaction with the overall value received for County taxes and fees rated eight percent above the national average.

When compared to similar communities with populations greater than 500,000, the County had some relative differences:

#### King County's Comparative Stronger Satisfaction Ratings:

- The County as a place to live
- The County as a place to raise children
- Overall quality of services provided by the County
- Feeling of safety in neighborhood during the day and at night
- Metro Transit

#### King County's Comparative Weaker Satisfaction Ratings:

- The County as a place to retire
- How well the County is planning for region's growth
- How easy the County has been to contact
- Solid waste disposal



## Expanding on the Data

There are clear indications of the significant impacts of publicly visible events and programs that received large amounts of media attention.

Large, widely communicated projects that have an impact on the community are linked to significant changes of resident satisfaction.

Examples of Increased Satisfaction:

### Flood Protection

- Satisfaction increased 18 percent from 2009.
- In 2009 the federally-owned Howard Hanson Dam was damaged in a winter storm. As a result, all people, businesses and infrastructure downstream of the dam in cities and the unincorporated areas, saw an elevated risk of catastrophic flooding.
- King County invested \$31 million to inform and protect residents and business including repairs to shore up levees, relocating critical services, and fortifying buildings in the flood zone.
- King County continued to provide critical communication to communities about the risk and support to residents and businesses with their own preparedness efforts until the dam was successfully repaired in 2011.

### Construction and maintenance of Roads and Bridges

- Satisfaction increased eight percent from 2009.
- The South Park Bridge closed in 2010 with high amounts of media coverage coordinated by King County regarding community impact, transit re-routing, and recommend alternative routes.
- King County secured over \$130 million in funding from local, state, and federal resources for rebuilding the South Park Bridge. New construction of the bridge was initiated in 2011, including large amounts of media coverage and community celebration.

Although King County services were not involved in the following instances, it is possible the community's perceptions of services were impacted by the identified media stories, resulting in decreased perceptions of satisfaction.

Examples of Decreased Satisfaction:

### 911 and Medic One Services

- Satisfaction decreased by 16 percent from 2009. However, these services remain the highest valued King County regional service, with 71 percent overall satisfaction.
- In the month preceding the survey, a high profile case occurred involving a murder/suicide and related questions regarding the response levels of Thurston County 911 dispatch.

### Law Enforcement and Court Services

- Decrease in satisfaction with service delivery elements of law enforcement from 2009. Satisfaction with civil and criminal justice court services decreased by 12 percent from 2009.
- An ongoing Department of Justice investigation of Seattle Police regarding equitable and just treatment between racial groups has received ongoing high profile media attention.



## Conclusions

When examining the services and products delivered to King County residents, it is extremely important to consider residents' priorities and satisfaction. Moving forward, King County will need to increase its emphasis on the services that have been identified as providing high value to residents and also have high dissatisfaction. Services that are identified as priorities by residents but already have high satisfaction should continue to receive emphasis. Continued or increased emphasis will, in theory, result in increased satisfaction in specific service delivery areas, as well as for the County overall.

### Recommended services areas for continued or increased emphasis include:

#### Regional Services:

- Affordable housing/homeless housing programs
- King County Metro Transit
- 911 and Medic One Services
- Public health clinical services
- Job training/job placement/education
- Mental health/substance abuse
- Disaster preparedness
- Public health protection/disease control
- Human services for at-risk youth victims

#### Local Services:

- Construction and maintenance of roads/bridges
- Law enforcement
- Land use planning/protection regulations

Full 2012 survey report available at:

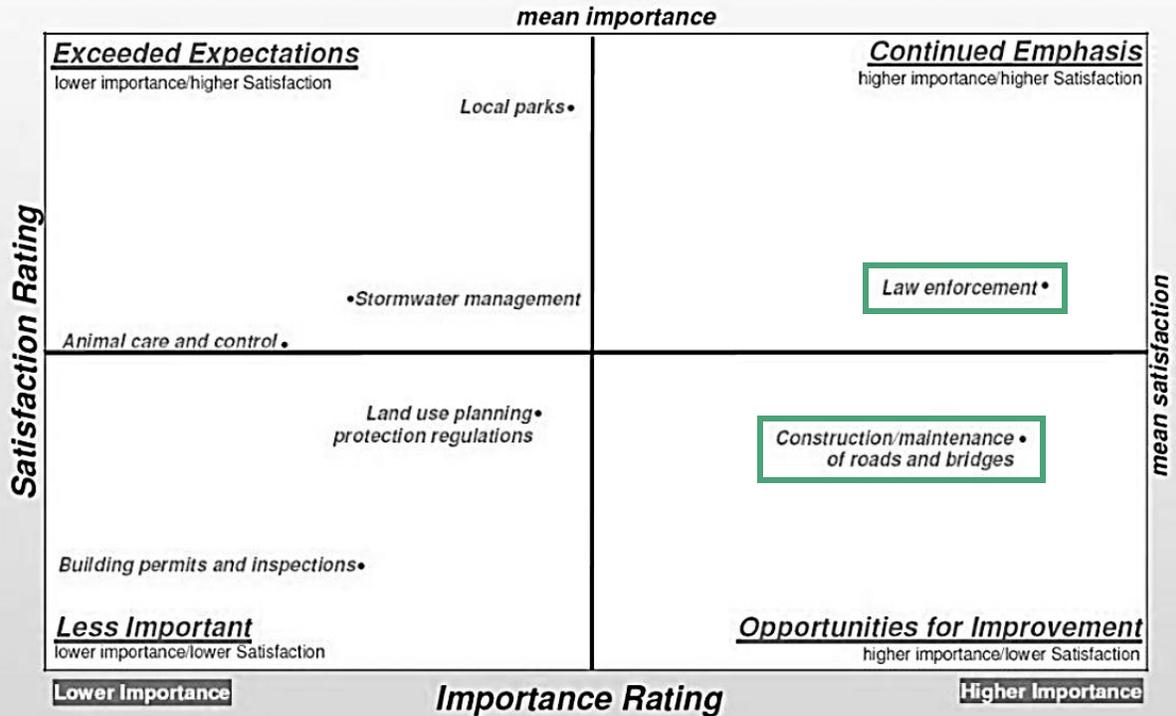
[http://www.kingcounty.gov/~media/exec/PSB/documents/CWSP/2009Surveys/Final\\_resident\\_survey\\_report.ashx](http://www.kingcounty.gov/~media/exec/PSB/documents/CWSP/2009Surveys/Final_resident_survey_report.ashx)



## 2012 King County Resident Survey Importance-Satisfaction Assessment Matrix

### -Local County Services: Unincorporated Residents Only-

(points on the graph show deviations from the inferred importance and Satisfaction ratings given by respondents to the survey)



Source: ETC Institute (2012)

# APPENDIX B: SAMPLE BIWEEKLY REPORT

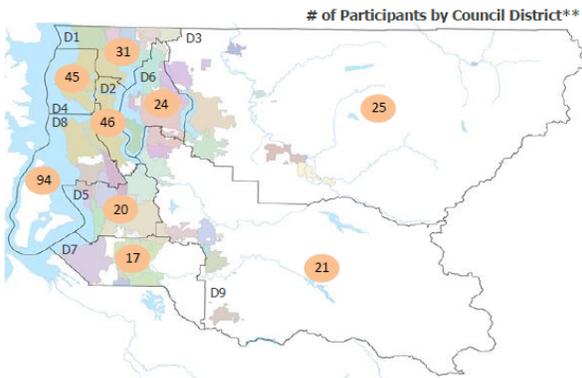
## Public Engagement Report for KCSP Update

Office of Performance, Strategy and Budget

October 18 - October 31, 2013

### OneKingCounty.info Activity

- Since Launch Day on September 18, engagement has consistently grown (see TRAFFIC graph) with **334 active participants** (an increase of 88 over the last 2 weeks) and **23,251 page views**.
- The site is averaging approximately **8 new users per day**.
- Participants continue to **actively engage** one another in discussion.



\*Some demographic information is not entirely representative because the questions are optional. Only 43% of participants reported extended demographic information. This information is meant to give us a sense of participation only. It is not meant to be statistically valid.

\*\*Please note that participants by council district represent partial data. Multiple active participants registered onekingcounty.info accounts with zip codes outside of King County.

### OneKingCounty.info Participant Demographics

- **Average age is 47.** The largest group is in the 45-54 age range (27%), followed by 25-34 (21%) and 35-44 (21%).
- **Most (76%) are employed.** Most do not work for King County (65%).\*
- **Income levels continue to be fairly evenly dispersed** from less than \$24,999 (15%) to \$150,000 or more (14%) annually.\*
- **Most speak English at home (81%) and identify as Caucasian (67%).** Other languages include Spanish, Russian, Somali, Tigrinya, Turkish, Amharic, Japanese, Arabic, French, Chuukese, Cham, Burmese, German, and Tongan. Participant diversity continues to slightly grow.\*

1

## Emerging Priorities

### Why King County is a great place to live

- 202 people responded to the onekingcounty.info multiple choice survey.
- The "great outdoors" (153 votes) continues to be the top pick, followed by "community activities" (77 votes) and "availability of good jobs" (68 votes).

*"After a foggy dog walk along an access road on Tiger Mountain, we drove home to Seattle on "the back roads." (Issaquah-Hobart, SE May Valley). Couldn't help appreciating the quality of the road conditions - utterly smooth! Groomed shoulders, hardly any litter. Absolutely nothing detracted from the beauty of the area, especially enhanced with the gorgeous trees and their changing leaves. Made me feel extremely fortunate to live here.*

For comment thread [click here](#)

### King County Priorities

- Participants submitted a total of 185 comments about 77 challenges to onekingcounty.info.
- Based on these and comments from other engagement events, below are the top 6 areas toward which King County should focus:
  1. **Improve mobility choices** - Inadequate bus and light rail services, commuting/roads challenges and difficulty getting around King County for the mobility-challenged.
  2. **Make our urban and rural communities safer** - Aggressive panhandling, behaviors of homeless and mentally ill, increased muggings and home invasion robberies.
  3. **Improve access to housing throughout the County** - Lack of affordable housing for both low-and middle-income is forcing residents to move further from employment centers.
  4. **Provide the opportunity for all people to live well** - The environment needs to be preserved for future generations, many face discrimination in their daily lives and not everyone has equal access to quality education opportunities, healthy food options, or physical and mental health care.
  5. **Support economic growth and living wage jobs throughout the County** - More quality jobs are needed closer to where residents live, cost of living is high, and not all people have the skills to compete in today's job market.
  6. **Improve delivery of services and public engagement** - More efficiency and accountability in government, more cooperation with other regional organizations to meet the needs of the county and fairer and more effective delivery of services.

### Big ideas for King County's future

- 136 comments about 58 big ideas have been submitted to onekingcounty.info.
- Below is a summary, from onekingcounty.info and other engagement events, of ideas that address the top 6 challenge areas:
  1. **Mobility** - Improve regional transportation planning and coordination between agencies, provide safe pedestrian and bicycle access, balance transit and roadway solutions and create a hassle-free, modernized transportation system.
  2. **Safety** - Strengthen laws, increase enforcement and policing to crack down on crime and provide services that prevent crime and harassing behaviors.
  3. **Housing** - Encourage lower cost housing units closer to urban centers through changes in the urban zoning ordinances, create incentives to increase low-cost family-size rentals and provide greater assistance for low-income families, fixed-income seniors and those in need of transitional housing and shelters.
  4. **Living well** - Address climate change and other environmental concerns, be a leader in anti-discrimination, improve regional education systems, tackle noise pollution and provide better services to those most in need.
  5. **Economic growth and jobs** - Promote small business success, provide more language and skills training, improve access to the internet, revamp our tax code and support business development in underserved communities.
  6. **Delivery of services** - Be more responsive to rural communities, provide improvements to make services easier to find, authentically engage the public and improve coordination with other local governments and non-profit groups to provide assistance to those in need.

*"I think bus service that doesn't take 4 times as long as driving in traffic to reach your destination would make public transit a viable option. Imagine if you could go to a park and ride, hop on an express bus, and pass all the congestion. I'd do it, and my commute is only 6 miles!" Katie C.*

For comment thread [click here](#)

## APPENDIX C: PUBLIC ENGAGEMENT ASSESSMENT – EXECUTIVE SUMMARY

The overall goal of this public engagement effort, conducted between September and November 2013, was to collect meaningful input from the public to inform the update of the King County Strategic Plan. We identified several approaches to hear from the public about their priorities:

- Open public workshops
- Focus groups with limited English proficient community members
- Workshops with city officials
- OneKingCounty.info, an online discussion forum

Each of these approaches had value, but some were more successful than others.

### Public Workshops – Time to Consider Alternatives

We planned seven workshops to be held in accessible locations around the county: Shoreline, Bellevue, Snoqualmie, Auburn, Renton, Vashon Island and Seattle. The Renton meeting was canceled due to a conflicting event.

*Low return on investment*

These were open public meetings, a “come one-come all” design. To advertise the workshops, we distributed posters and bookmarks in seven languages (English, Spanish, Vietnamese, Russian, Chinese, Somali and Korean), created and distributed a PSA via YouTube, sent direct email invites, sent multiple press releases, advertised in over 21 online and print news sources in English and six additional languages and promoted the events via social media.

*Investment:* Resource needs were high for the workshops, planning for approximately 50 people to attend each meeting. In terms of staff, two people primarily handled the design and logistics, but approximately seven to ten people were scheduled to run each event, including speakers, facilitators and scribes. Hard costs included visual displays, light refreshments and room rental fees, totaling approximately \$2,700. Additionally, a significant amount of money went into simultaneously promoting the workshops and OneKingCounty.info. These costs included posters, bookmarks and print and online media ads, totaling \$55,000.

*Return:* A total of 20 people participated in the workshops. The largest turnout was in Snoqualmie, with a total of 12 participants. No one showed up at the Shoreline and Auburn workshops. While the

conversations that we did have were valuable and participants appreciated the opportunity for in-person discussions, the return on our investment was quite low.

*Recommendation:* Seek alternative to holding open public workshops, while still providing the general public with the opportunity to share their thoughts in person. Alternatives may include:

- Random sample recruitment of King County residents to participate in focus groups around the county may produce a greater return on investment. See focus group discussion below.
- Random sample recruitment for one large public meeting, including incentives to participate, can also be an effective way to bring a good cross-section of the public together with a similar return on investment as in the focus group alternative.
- Reaching people at existing meetings is another alternative that has been suggested. This approach can be useful to get key informant input, but it will not likely produce a sense of what the general public's interests are. Additionally, it is time-consuming to reach all of the existing meetings necessary in order to be inclusive of all perspectives.

### **City Workshops – Building Relationships**

We planned two workshops for city officials – one with city managers/administrators and one with elected officials.

We held these workshops in conjunction with existing Sound Cities Association (SCA) meetings in order to make it more convenient for them to attend. SCA also recruited participants as part of their planning for their meetings.

*High return on investment*

*Investment:* Resource needs were low for these workshops. Two people primarily handled the design and logistics. Four people staffed each event – one facilitator, one presenter, one scribe and one person to handle logistics. Approximately \$300 was spent on light refreshments for these events. There were no other direct costs associated with them.

*Return:* A total of 35 city officials participated, representing 26 of the 39 cities in King County. Conversations in both workshops were highly engaged and informative. Participants were positive about the opportunity to give input into the development of the strategic plan, and they expressed the desire to continue in similar conversations.

*Recommendation:* Continue to engage city officials in strategic planning on regional issues. Consider holding similar discussions with organizations in Community Service Areas.

## Focus Groups – Reaching Underserved Populations

We originally planned five focus groups, one for each of the top five languages spoken in King County. During the planning process, we identified the need for two focus groups in Spanish to reach different segments of the Hispanic/Latino population, and we determined that the Chinese focus group should be divided into two, one conducted in Mandarin and the other in Cantonese. We conducted seven focus groups in all.

*High return on investment*

*Investment:* Resource needs were fairly high to make these focus groups a success. We partnered with community organizations to host the focus groups, recruit participants and provide interpreter/co-facilitation services. Their partnerships helped to provide a safe and comfortable space for participants and to relieve the workload from King County staff. To make the partnerships successful, we spent time in recruitment of partners, established written service agreements, and trained their staff in advance of each focus group. Direct costs included:

- Stipends for each organization, totaling \$14,000.
- Refreshments for each focus group, totaling \$1,039.
- Incentives for participants, totaling \$3,100.

*Return:* A total of 123 people participated. Discussions provided deep insights into the challenges that these community members are facing and generated useful ideas for the strategic plan. Participants thanked the county for the opportunity to share their experiences and ideas, and many asked for more opportunities in the future. This was a positive step in relationship building as well as strategic planning.

*Recommendation:* Continue to conduct focus groups with community members who have limited proficiency in English, working with community partners to establish a trusted environment for open dialogue.

## OneKingCounty.info – Reaching Beyond...

Working with a company called MindMixer, we developed OneKingCounty.info, an online discussion forum where community members could share their experiences and ideas.

*Moderate to high return on investment*

We recruited participation in OneKingCounty.info at the same time and through all of the same venues as we recruited participation in the public workshops. Additionally, we sent direct emails to county employees encouraging them to participate.

*Investment:* Set-up was relatively easy, since it was a web application rather than an independent website. However, outreach to drive people to the site, recruitment and training of community partners to assist people with limited English proficiency and limited access to or experience with technology, analysis and management of the contributions to the discussion, and management of the rewards for participation all required significant staff time. The six core team members each spent 5-20 hours each week on this part of the public engagement effort. More time could have been spent on it if time was available. Direct costs included the subscription to MindMixer (\$3,600), partner stipends (\$7,500), and purchase of rewards (\$1,750), as well as the promotional costs described in the public workshops section above.

*Return:* A total of 504 people actively participated, and over 6,000 people viewed the conversation. This alone more than doubled the number of community members who gave input into the development of the original countywide strategic plan. We believe that we could have generated more participation if we had more lead time for outreach and a more comprehensive launch. Perhaps the most valuable part of the experience was the quality of the conversation. Though most people continued to refer to OneKingCounty.info as a survey, many participated in a thoughtful dialogue, which is exactly what we wanted – people talking about the future of our county with us, their neighbors, and others with completely different life experiences and needs than them. Furthermore, participants were diverse in many ways, and partners were instrumental in overcoming potential language, age, and income barriers to participation.

*Recommendation:* Expand the use of OneKingCounty.info, or a similar online discussion forum, and make it available for use by all county departments. Employ a few key tenets for making this method of engaging the public a success:

- Remember it is just one tool. It should not replace traditional in-person or other community outreach efforts. Rather, it should be considered another valuable channel to engage the public.
- Merely posting questions online and waiting for responses will not be sufficient. A significant amount of promotional work is needed to bring people to the site. Facebook ads and other social media efforts to promote the site are among the most effective and cost-effective ways to promote the effort.
- In order to keep them engaged, it is important to respond to their comments and questions on an on-going basis. This will help them to know that you are really listening.
- As in all public engagement efforts, more participation will be garnered by asking people about issues that are important to them – using language that is meaningful to them.
- People who do not speak English well and those who are not comfortable with technology or who do not have access to the internet need support in order to participate. Working with community partners to provide this assistance is an effective way to overcome these barriers.

Effective public engagement takes time, resources, willingness to listen, and a commitment to using the input provided. While not all of the approaches used in this effort to inform the update of the King County Strategic Plan produced the desired return on investments, community members that participated largely felt that their involvement was worthwhile and provided valuable information for the update of the plan – two key indicators of a successful public engagement effort.

## APPENDIX D: SUMMARY OF OUTREACH/MARKETING EFFORTS

We employed a broad and diversified outreach strategy to let community members know about the opportunity to give their input on the strategic plan update:

- Earned media – We distributed press releases at the beginning of the public comment period.  
*Exposure: A story ran in the online magazine, Geekwire, and nine stories ran in local newspapers:*
  - Mercer Island Reporter
  - Renton Reporter
  - Bothell Reporter
  - Tukwila Reporter
  - Enumclaw Patch
  - Auburn Reporter
  - The Issaquah Press
  - SnoValley STAR
- Advertisement – We ran online ads in the Seattle Times, KIROtv.com, and Facebook, as well as print ads in ethnic media sources targeting Hispanic/Latino, Vietnamese, Russian, Somali, Chinese and Korean community members. We also ran radio ads on KDDS-FM LaGran (Spanish) and KSUH-AM and KYYZ-AM (Korean) and promoted the project on Ethio-Youth Media TV.  
*Exposure:*
  - Facebook: 5.1 million impressions, 3,751 clicks
  - Seattle Times online: 1.8 million impressions, 2,232 clicks
  - KIROtv.com: 5.3 million impressions, 2,740 clicks
  - Ethnic print media total circulation: Approximately 200,000
  - Radio exposure: not known
- Social media – Notices were shared on the county’s Facebook and Twitter accounts. Councilmember Hague, King County Solid Waste, and Bellevue Club posted information on their Facebook pages. The cities of Carnation and Shoreline also promoted the opportunities for input via their Twitter accounts.  
*Exposure: 21,550 followers on King County’s main Twitter account; 4,095 fans on King County’s main Facebook page. Other exposure is unknown.*
- Websites – Information was posted on the King County home page, the King County Strategic Plan page, and the King County Council homepage. The Sound Cities Association and the cities of Enumclaw and Snoqualmie also posted information on their websites.  
*Exposure: not known*

- Public Service Announcement – KCTV created a PSA which was shared in press releases and on the King County website and Facebook page via YouTube.  
*Exposure: 612 views*
- Newsletters – Councilmembers Dembowski, Patterson, and Lambert and the Four Creeks Unincorporated Area Council promoted the opportunities for input in their e-newsletters. An article also covered the KCSP update in the county employee newsletter.  
*Exposure: not known*
- Presentations – We gave in-person presentations upon request to the Solid Waste Advisory Commission, Rural Forest Commission, Water and Land Resources Division, the Four Creeks Unincorporated Area Council, Fall City Community Association, West Hill Community Council and Environmental Coalition of South Seattle.  
*Exposure: not known*
- Posters and bookmarks – Posters and bookmarks were distributed to and posted by all community partners, and were posted in county and community buildings around the county.  
*Exposure: not known*
- Direct invitations – Emails, with a message from Executive Constantine inviting participation and asking them to spread the word, were sent to county employees, businesses, Boards and Commissions, and community organizations.  
*Exposure: Approximately 13,000 individuals received these emails. It is not known how many were read or shared with others.*

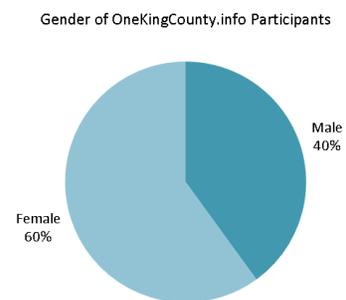
## APPENDIX E: PARTICIPANT DEMOGRAPHICS

We were able to collect partial participant demographics as follows:

- Gender, age and zip code from all active OneKingCounty.info participants
- Years as county resident, employment, and income from OneKingCounty.info participants who elected to complete the “About You” survey
- Race and language from focus group participants and OneKingCounty.info participants who elected to complete the “About You” survey

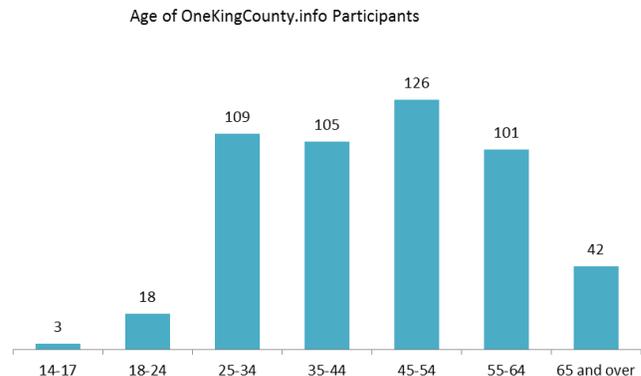
### Gender

Three out of five participants on OneKingCounty.info were women. Though we did not record information on participants’ gender in the other venues, general observation would indicate that approximately the same split occurred there as well. Women make up half of the King County population<sup>1</sup>.



### Age

The average age of participants in the online discussion forum was 46. Most were between the ages of 25 and 64. Even though the numbers outside this range are relatively small, the fact that some people between the ages of 14 and 24 did participate is noteworthy, since they do not typically participate in traditional public meetings. It is also encouraging to see that people over the age of 65 participated online, since there was some concern that using this tool to engage the public would not work for older adults who may not be used to using online environments like this. In King County, people who are 65 and over make up 12% of the population<sup>2</sup>, compared to 8% in this sample.

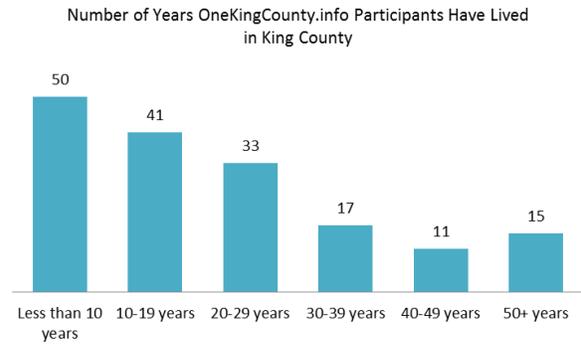


<sup>1</sup> U.S. Census Bureau Quick Facts, 2012

<sup>2</sup> U.S. Census Bureau Quick Facts, 2012

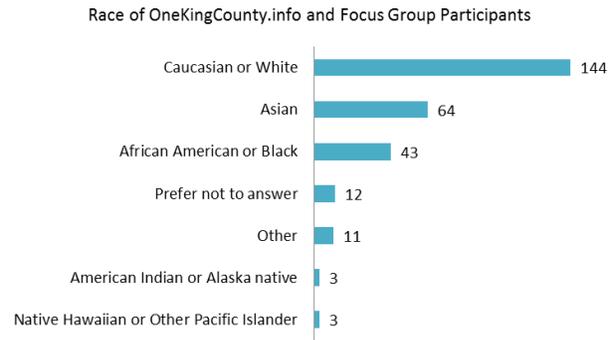
### Years as King County Resident

Nearly one-third (30%) of the “About You” survey respondents and nearly all of the focus group participants were relatively new to the county.



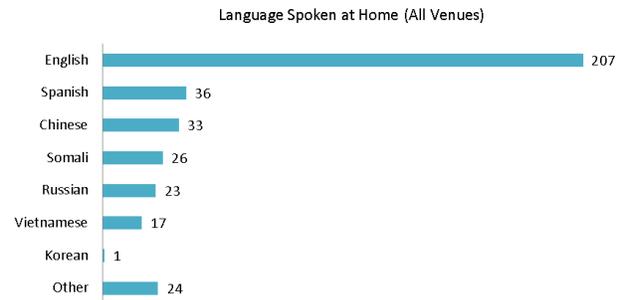
### Race

By far, most respondents identified as Caucasian or White, though this group is ethnically diverse as it includes Russian immigrants and people who also identify as Hispanic/Latino. Of those reporting, participants were more diverse than the county in general, which is 71%<sup>3</sup> white compared to 51% of this sample. However, because less than half of the online participants participated in the extended demographics survey, it is not possible to know the relative diversity of the complete set of participants.



### Language

Again, we have limited information on the complete set of primary languages spoken by the OneKingCounty.info participants, but we have complete information on languages spoken by focus group and workshop participants. Across all venues, most (56%) participants’ primary language was English – compared to 75% of the King County population in general<sup>4</sup>. We heard from a fair number of people whose primary language was something other than English on the OneKingCounty.info forum, largely with the help of our partner organizations, the most active of which helped 160 community



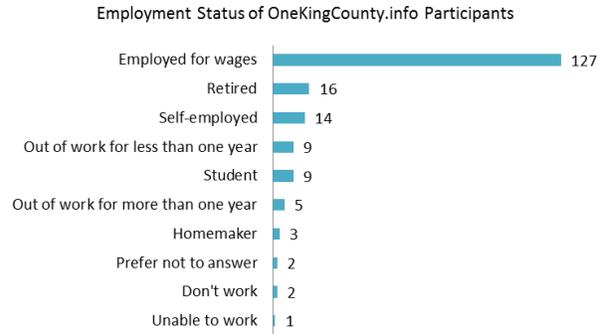
<sup>3</sup> U.S. Census Bureau Quick Facts, 2012

<sup>4</sup> U.S. Census Bureau Quick Facts, 2012

members participate in OneKingCounty.info where they would have otherwise experienced language and/or technology barriers.

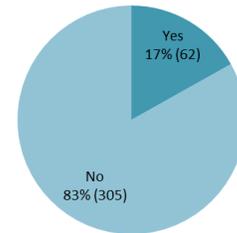
### Employment

We only inquired about employment status through the “About You” survey on OneKingCounty.info. Of those that responded, most earn wages from an employer. Across all of the venues, most of those people who are employed are not King County employees, though it must be noted again that we do not have complete data for all OneKingCounty.info participants.



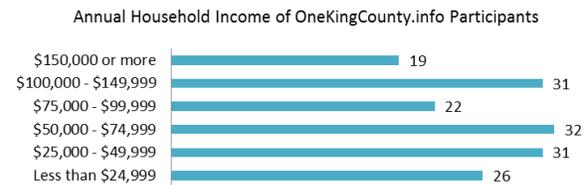
Anecdotally, we also know that many of the people with whom we spoke in the focus groups were not employed at the time, as they discussed the challenges they faced in trying to find work or as non-working retirees.

Participants Employed by King County (All Venues)



### Income

Of those reporting their annual household income in the “About You” survey on OneKingCounty.info, the number of individuals in each income bracket was relatively similar. No single group stood out as significantly larger or smaller than the rest.



The median household income for King County was \$71,175 in 2012, with 11% of the population living under the federal poverty level.<sup>5</sup>

<sup>5</sup> U.S. Census Bureau Quick Facts, 2012

### Geographic Location

All OneKingCounty.info participants had to report the zip code where they live. Though zip codes do not align perfectly with King County Council districts, we used them to approximate the number of participants by Council district. The largest group of participants was located in District 8, Councilmember Joe McDermott's district, which includes West Seattle, North Highline, Vashon/Maury Islands, SoDo, Pioneer Square, Capitol Hill, and portions of the International District, Burien, SeaTac, and Tukwila. The next largest groups were from Districts 2 (Council President Larry Gossett) and 4 (Councilmembers Larry Phillips), adjacent to District 8 on the north and northeast borders.

OneKingCounty.info Participants by Council District

