

Pierce County Executive's Tier 1 Strategic Plan

Vision

A vibrant Pierce County where people choose to live, work, and raise a family.

Mission

Through collaboration and partnerships, Pierce County delivers efficient, innovative, and reliable public services to enhance our quality of life.

Values

Integrity	Be honest, ethical, and professional in all actions
Partnership	Collaborate with other to achieve common goals
Respect	Treat all people with dignity; be inclusive and consider others' contributions and opinions
Innovation	Seek new solutions and pursue ongoing service improvements
Accountability	Act in the public's best interest by being responsible stewards of their resources

Strategic Objective	Intended Results/Outcome	Community Indicators/Measures	Initiatives/Priority Projects
Vibrant Communities			
Safer Communities	People have confidence they are safe at home, at work, and throughout the County	<u>Community Indicators:</u> <ul style="list-style-type: none"> Property crime rate Violent crime rate <u>Performance Measures:</u> <ul style="list-style-type: none"> Percent of citizens surveyed who report they feel safe in their community Average time from initial report of nuisance to resolution 	<ul style="list-style-type: none"> Family Violence Strategic Alliance Human trafficking awareness Unauthorized encampment response Nuisance abatement and code enforcement program Proactive Property Crime Unit High Priority Offender program Behavioral health diversion initiatives Regional public safety radio communications system project Community liaison deputies
Better Behavioral Health	Residents have access to and options for behavioral health services to support a fulfilling life	<u>Community Indicators:</u> <ul style="list-style-type: none"> Drug-induced death rate Opioid-related death rate Suicide rate <u>Performance Measures:</u> <ul style="list-style-type: none"> Number of service hours provided by the Mobile Community Intervention Response Team (MCIRT) Number of persons diverted through the Trueblood Diversion program Number of days from competency restoration order to transport for restoration Number of graduates from therapeutic court programs Number of persons served through the Co-responder program 	<ul style="list-style-type: none"> Crisis Recovery Center Therapeutic court programs Opioid response initiative Behavioral health mobile teams Co-responder program Criminal justice diversion initiative Health services integration
Healthier Environment	Current and future generations have clean, safe, and fun places to enjoy the outdoors	<u>Community Indicators:</u> <ul style="list-style-type: none"> Number of "good" air quality days per year Average annual water quality index <u>Performance Measures:</u> <ul style="list-style-type: none"> Energy use at County facilities Water use at County facilities 	<ul style="list-style-type: none"> Ferry alternative fuel use Wastewater treatment plan biogas capture National Pollution Discharge Elimination System (NPDES) permit renewal Facilities resource conservation management program County trail system expansion

Healthier Environment (cont.)		<ul style="list-style-type: none"> Number of persons using the Pierce County trail system Number of active participations in Pierce County Parks programs Number of persons using Pierce County Parks County fuel usage in gallons per year 	<ul style="list-style-type: none"> Cross Park expansion
Improve Access to Housing	Everyone has a clean, safe place to live	<u>Community Indicators:</u> <ul style="list-style-type: none"> Median home price Percent of families paying more than 30% of income on housing costs Housing affordability index Number of new home starts <u>Performance Measures:</u> <ul style="list-style-type: none"> Average number of days to approve a residential permit Number of homeless persons who regain housing Number of homeless veterans who regain housing Number of homeless youths who regain housing 	<ul style="list-style-type: none"> Veterans Service Center Mayor's Roundtable on Housing Affordability Affordable and supportive housing investments (HB 1406) Affordable housing permit fee waivers Attainable housing strategy Centers and Corridors
Entrepreneurial Climate			
Lower Cost of Doing Business	Government policies and procedures are streamlined so that companies save time and money	<u>Performance Measures:</u> <ul style="list-style-type: none"> Average number of days to approve a commercial permit Average annual percent change in Pierce County fee costs 	<ul style="list-style-type: none"> Red tape reduction initiative Commercial zoning simplification PALS+ enhancement and regionalization project Strategic sewer expansion
Improve Mobility and Infrastructure	People and goods move freely; future growth is planned and supported	<u>Community Indicators:</u> <ul style="list-style-type: none"> Average commute time for Pierce County residents Percent growth in cargo shipped through the Port of Tacoma <u>Performance Measures:</u> <ul style="list-style-type: none"> Percent of County roads in good or fair condition Number of new connections to wastewater treatment system 	<ul style="list-style-type: none"> Continue progress on key freight mobility projects <ul style="list-style-type: none"> 167 completion to Port of Tacoma Canyon Road North Road maintenance and preservation projects Develop and enact broadband-friendly policies Flood protection projects
Increase Workforce Readiness	Businesses have access to skilled and trained employees	<u>Community Indicators:</u> <ul style="list-style-type: none"> High school graduation rate Percent of residents with a two-year degree or higher Percent of residents with a four-year degree or higher Number of students completing apprenticeship or other CTE programs Number of residents holding an occupational certification 	<ul style="list-style-type: none"> Prepare implementation plan for educational outcome funding
Attract, Grow, and Retain More Business	Pierce County has a thriving economy	<u>Community Indicators:</u> <ul style="list-style-type: none"> Percent of Pierce County workforce employed in Pierce County Median household income Monthly unemployment rate Number of employers in Pierce County <u>Performance Measures:</u> <ul style="list-style-type: none"> Percent of people who work or own a business reporting Pierce County is a good place to do business Number of jobs realized through Executive Priority Project status 	<ul style="list-style-type: none"> Strategic business recruitment Business retention and expansion program Family-wage job credits Executive Priority/Priority Action Team projects

Effective Government			
Greater Accountability for Results	Measurement and public transparency drives improved decisions, performance, and fiscal responsibility	<u>Performance Measures:</u> <ul style="list-style-type: none"> • Percent unassigned General Fund balance (reserve) • Percent of public records requests responded to within five business days 	<ul style="list-style-type: none"> • Open Pierce County
Stronger Regional Leadership	Collaborative relationships that result in improved service delivery and better quality of life for Pierce County residents	<u>Performance Measures:</u> <ul style="list-style-type: none"> • Percent change in grant and intergovernmental revenue 	<ul style="list-style-type: none"> • Regionally-aligned legislative advocacy • Puget Sound Regional Council “strengthening our voice” initiative • Tribal engagement initiative
Continuously Improve Customer Service	Customers consistently receive high-quality service	<u>Performance Measures:</u> <ul style="list-style-type: none"> • Number of webpage visitors to Pierce County’s online services • Percent of customers reporting satisfaction with service received • Assessor Treasurer average lobby wait time in minutes • Auditor average lobby wait time in minutes • Development Center average lobby wait time in minutes • Fire Prevention Bureau average lobby wait time in minutes 	<ul style="list-style-type: none"> • Open Data program • Online services expansion • Best Public Agency (BPA) project in Planning and Public Works
Hire, Develop, and Engage Talented Employees	Productive, innovative employees work for Pierce County and recommend it as a great place to work	<u>Performance Measures:</u> <ul style="list-style-type: none"> • Race/ethnicity diversity of the Pierce County workforce • Gender diversity of the Pierce County workforce • Veterans employed by Pierce County • Voluntary employee turnover rate • Percent of employees who are satisfied with their job • Percent of Executive Branch employees receiving an annual performance evaluation • Percent of employees who would recommend Pierce County employment to others • Percent of supervisors completing required training 	<ul style="list-style-type: none"> • Diversity, Equity, and Inclusion initiative • County internship program • Total Compensation Study implementation • Leadership development program • LinkedIn Learning