## Pierce County Executive’s Tier 1 Strategic Plan

**Vision**
A place people are proud to call home.

**Mission**
Build strong communities.

**Values**
- Integrity: Be honest and ethical in all actions.
- Partnership: Collaborate to achieve common goals.
- Respect: Listen carefully, include others, and value their experiences.
- Innovation: Seek new solutions and pursue ongoing improvements.
- Accountability: Embrace transparency and measurement to drive results.

### Strategic Objective

#### Intended Results/Outcome
People have confidence they are safe and will be treated fairly.

#### Community Indicators/Measures
- Violent crime and property crime rates
- Domestic violence rate
- Percent of people who feel safe at home and in the community
- Percent of people who feel confident the justice system will treat them fairly
- Number and outcome of complaints filed against law enforcement
- Average emergency response time for unincorporated areas
- Percent of pretrial participants without disqualifying charges
- Percent of Trueblood diversion clients receiving a reentry plan
- Average time from initial report of nuisance property to resolution

#### Initiatives/Priority Projects
- Analyze and reform criminal justice system
  - Implement body worn cameras and in-car video
  - Implement universal screening for pre-trial services
  - Expand youth diversion and programming
  - Continue Criminal Justice Workgroup
  - Create countywide criminal justice database
- Clean up nuisance properties and drug houses
- Explore comprehensive justice center
- Expand Mobile Crisis Intervention Response Team (MCIRT)
- Analyze jury summons response rates
- Complete digital evidence transformation project
- Implement COVID-19 public health recovery
  - Accelerate community vaccination
  - Provide services to address mental health impacts
  - Partner to improve long-term health outcomes
- Expand behavioral health services
- Partner with healthcare providers for outcome improvements
- Expand county park and trail system
- Enhance awareness and participation for Parks programs
- Launch Veterans Resource Center

### Strategic Objective

#### Intended Results/Outcome
Residents live long, fulfilling lives.

#### Community Indicators/Measures
- Suicide and attempted suicide rates
- Adult and youth obesity rates
- Adult and youth tobacco use rates
- Percent of babies born with low birthweight
- Potentially preventable hospitalization rate
- Health insurance coverage rate
- Percent of Co-Responder assistance requests fulfilled when received
- Crisis recovery center utilization rate
- Percent of seniors and adults with disabilities remaining in home
- Number of persons using the Pierce County trail system
- Number of participants in Pierce County Parks programs

#### Initiatives/Priority Projects
- Implement COVID-19 public health recovery
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<table>
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<tr>
<th>Clean, Sustainable Environment</th>
<th>Current and future generations enjoy clean air, clean water, and a healthy natural world.</th>
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</table>
| Community Indicators:           | Average annual water quality index  
|                                 | Greenhouse gas emission levels  
| Performance Measures:           | Energy use intensity targets for County facilities  
|                                 | County fuel usage in gallons per year  
|                                 | Stream miles opened for fish passage  
|                                 | Acres of land conserved by the County  
|                                  | Implement Sustainability 2030 Plan  
|                                 | Electrify transportation infrastructure  
|                                 | Conduct environmental equity assessment  
|                                 | Develop open space plan  
|                                 | Study options for more beneficial uses of wastewater plant biogas  
|                                  | Remove fish passage barriers  
|                                  | Continue open space and farmland preservation efforts  

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<tr>
<th>Attainable Housing</th>
<th>Everyone has access to a safe and affordable place to live.</th>
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| Community Indicators: | Median home price  
|                      | Percent of families paying more than 30% of income on housing costs  
|                      | Housing affordability index  
|                      | Number of new home starts  
|                      | Number of affordable units constructed annually (80 – 120% AMI)  
| Performance Measures: | 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  
|                                  | Provide housing and utility assistance (COVID-19 recovery)  
|                                  | Implement strategy to reduce homelessness  
|                                  | Real-time data system  
|                                  | Shelter availability  
|                                  | Regional response for encampments  
|                                  | Expand housing access through the South Sound Housing Affordability Partnership (SSHAP)  
|                                  | Legislative advocacy  
|                                  | Public-private project coordination  
|                                  | Housing preservation  

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<th>Entrepreneurial Climate</th>
<th>People start and grow businesses and are employed here.</th>
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| Community Indicators:   | Percent of Pierce County workforce employed in Pierce County  
|                        | Median household income  
|                        | Monthly unemployment rate  
|                        | Number of employers in Pierce County  
|                        | Number of minority and women-owned business enterprises in Pierce County  
|                        | Rate of minority household wealth growth  
| Performance Measures:  | Percent of people who work or own a business reporting Pierce County is a good place to do business  
|                        | Average number of days to approve a commercial permit  
|                        | Average annual percent change in Pierce County commercial fee costs  
|                                  | Distribute economic recovery assistance, with focus on BIPOC communities  
|                                  | Grow jobs in Pierce County, including primary and satellite business locations and entrepreneurship  
|                                  | Upgrade Invest Pierce County  
|                                  | Reduce time from permit acceptance to issuance  
|                                  | Provide Executive Priority permitting to key projects  

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| Reliability and Accessible Infrastructure | People have confidence in and access to high quality infrastructure throughout the county. | Community Indicators:  
- Average commute time for Pierce County residents  
- Broadband availability and access rates  
Performance Measures:  
- Percent of County roads in good or fair condition  
- Number of feet of main sewer line built for wastewater treatment system annually  
- Percent of projects on track for completion in 6-year ADA implementation plan  
Performance Measures:  
- Continue progress on key freight mobility projects  
  - SR 167 completion to Port of Tacoma  
  - Canyon Road North  
- Facilitate broadband connectivity and access  
- Implement ADA improvement plans  |
| Skilled Workforce | Businesses have access to skilled and trained employees. | Community Indicators:  
- 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 workforce training and certification programs  
Performance Measures:  
- Implement jobs program focused on young adults  
- Expand living-wage job training for forecasted skills and underserved communities  
- Provide Service Corps opportunities  |
| Effective Government | Pierce County positively influences others in the region. | Community Indicators:  
- Number of tribal consultation memorandums in place  
- Number of county employees receiving tribal training  
Performance Measures:  
- Demonstrate leadership at the Puget Sound Regional Council and other associations  
- Increase engagement with tribes  
- Expand coordination with Joint Base Lewis-McChord, including statewide with Naval Base Kitsap, Naval Station Everett, and Fairchild Air Force Base  
- Establish cooperative plan for the Carbon River Corridor Recreation Area  
- Implement countywide Specialized Recreation Program  |
| Accountability for Results | Measurement and public transparency drive improved decisions, performance, and fiscal responsibility. | Performance Measures:  
- Percent of unassigned General Fund balance (reserve)  
Performance Measures:  
- Continue Open Pierce County platform use and expansion  |
| Customer-focused Services | Our high-quality services address the needs of our customers while responsibly stewarding county resources. | Performance Measures:  
- Number of webpage visitors to Pierce County’s online services  
- Percent of customers reporting satisfaction with service received  
- Percent of in-person services available online  
Performance Measures:  
- Leverage technology to improve customer service  
  - Launch SeeClickFix portal  
  - Open data program  
  - Online self-service upgrades  
- Enhance public engagement through interactive online forums  
- Review and modernize customer interfaces  |
| Talented and Diverse Employees | Our employees are productive, innovative, and reflect the communities we serve. | Performance Measures:  
- Number of employees receiving leadership training  
- Diversity of the Pierce County workforce  
- Veterans employed by Pierce County  
Performance Measures:  
- Enhance diversity, equity, and inclusion (DEI) initiative  
- Incorporate classification and compensation study  
- Expand leadership development program  
- Reimagine future workplace environment  
  - Update telework and flexible schedule options  
  - Plan for long-term space use, leases, and construction  |