

## Local Service Strategic Technology Plan

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December 2019



**King County**

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## I. Proviso Text

### Ordinance 18835<sup>1</sup>, Section 84, Department of Local Services, Proviso P3

#### Local Services Strategic Information Technology Plan

Of this appropriation, \$100,000 shall not be expended or encumbered until the executive transmits a local services strategic information technology plan and a motion that should acknowledge receipt of the plan and reference the subject matter, the proviso's ordinance, ordinance section and proviso number in both the title and body of the motion and a motion acknowledging receipt of the plan is passed by the council. The local services strategic information technology plan shall include, but not be limited to:

- A. A description of how the department of local services will monitor local service delivery, and what other county agencies, programs or services will be participating in that monitoring;
- B. An updated and complete local services product catalog that will include performance measures for each product within the catalog;
- C. An inventory of the types of data needed in order to measure performance of the local services product catalog;
- D. An evaluation of the ability of existing technology of the department of local services and partner agencies to provide these data;
- E. An evaluation of whether data exist and are available to measure local service delivery, or can be collected or provided;
- F. A description of process improvements, both within the department of local services and within partner agencies, that improve data collection and aid in reporting on local service delivery and avoids the need for technology improvements;
- G. A recommendation for technology improvements that will target:
  - a. Cross-agency, as "agency" is defined in K.C.C. 2.10.020.B., information and data sharing to support transparency into the services provided in unincorporated areas;
  - b. Potential efficiencies in service delivery; and
  - c. Leverage existing systems and staff resources to maximize the effectiveness of the Local Services Initiative; and
- H. A description of technology projects for achieving those recommendations over the next five years, costs for those projects, and a phasing plan.

The executive should file the strategic information technology plan and a motion required by this proviso by **December 31, 2019**, in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the planning, rural service and environment committee, or its successor.

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<sup>1</sup> Link to [Ordinance 18835](#)

## II. Executive Summary

The Department of Local Services (Local Services) was created in early 2019. Local Services aims to<sup>2</sup>:

- Improve coordination of local services by King County agencies through increased collaboration
- Strengthen and expand partnerships between the county, communities, and other entities
- Improve the delivery, responsiveness, and quality of local services to the people, businesses, and communities of unincorporated King County through unified accountability
- Improve local services through robust employee engagement while embracing equity and social justice and continuous improvement
- Strengthen unincorporated communities by supporting local planning and community initiatives
- Pursue innovative funding strategies

Local Services engaged ProjectCorps, a Seattle-based consulting firm, to assist with the development of the Local Services Strategic Technology Plan. The Plan focuses on how Local Services will further technology to monitor local service delivery, increase transparency, and support how county agencies, programs or services identified in Local Services partnership agreements participate in the monitoring. The Plan recommends process and technology improvement projects for Local Services to improve data collection and monitoring of local government services provided to residents and businesses in unincorporated King County. Many of the projects identified in the Plan leverage existing systems and staff, maximizing the effectiveness of the Local Services Initiative. The Strategic Technology Plan is included in this response as Appendix A.

Analysis included in this report finds that not all County agencies have, measure, or consistently record the data types needed to create a robust measurement system. The following data types are identified as relevant for measuring and improving the transparency of local services provided by King County in unincorporated areas:

- Quantity or Output: the number of transactions or activities
- Target: established values for measurement comparison
- Date: time stamps on transactions
- Customer: the identity of an individual or entity associated with the transaction
- Location: the place where the activity occurred or that is associated with the customer
- Cost: cost data associated with the transaction or transaction type
- Duration: the length of time associated with a transaction that is not an event
- Response time: the length of time to respond to a trigger event
- Penetration: degree of coverage achieved for an activity
- Awareness: the degree to which the subject population is aware of an available or required service
- Satisfaction: customer satisfaction with services provided

King County departments are at different stages in the implementation of their respective monitoring and reporting technology solutions. Through a combination of existing software and enterprise systems, departments and agencies can provide the data they have today. The technology needed to provide this

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<sup>2</sup> Link to [Motion 15125](#)

data is generally available to the County through existing King County Information Technology (KCIT) or third-party commercial vendor systems.

This report identifies three process improvements that could enhance data collection, reporting, and monitoring of local services delivery, while avoiding the need to invest in costly technology enhancements. The improvements seek to:

1. Leverage Existing Business Analytics Tools and Platforms to Access Agency Data – Local Services has access to Microsoft Power BI, one of the County’s business intelligence technologies. With help from its service partners and King County Information Technology (KCIT), Local Services will work towards streamlining access to partner agency data for improved analysis and reporting in Power BI.
2. Establish Existing Geographic Information System (GIS) Reporting Capability – Local Services needs to develop the staffing capacity to utilize available Geographic Information System (GIS) software and King County GIS mapping layers to display service delivery data. Many agencies already have or collect service, program, and/or facility location data relevant to unincorporated areas. This information could be used by Local Services for Community Service Area reporting, including mapping service delivery data at a more granular level where appropriate (in the neighborhoods of Skyway and White Center for example) and overlaying service data with other GIS demographic information.
3. Implement a Customer Relationship Management System – Local Services has a subscription to a customer relationship management (CRM) system also used by the Executive’s Office to track and manage customer service matters. Local Services should maximize its use of the CRM. Local Services can improve customer data collection, track issues, and report on issue resolution by more thoroughly using CRM.

The Plan also identifies six technology projects. These technology projects establish Local Services’ technical foundation, improve information gathering, increase data sharing and access, and leverage available technology to improve local services delivery and community outreach.

1. Implement Geographic Presentation of Data – To support transparency and increase understanding of the services provided in unincorporated King County, Local Services could create a community facing geographic presentation of service delivery using a tool like Localscape<sup>3</sup>. This map-based visualization tool used by the King County Assessor’s Office, aggregates data and gives users a tool to customize data on property values, demographics, tax measure impacts and other information. This could be a valuable communication tool for residents of unincorporated King County.
2. Implement Direct Measurement of Customer Satisfaction – To improve customer satisfaction with King County services, Local Services could collaborate with the King County Executive’s Office of Performance, Strategy, and Budget (PSB) to identify opportunities to improve collection of customer satisfaction data and develop a Local Services customer satisfaction sampling strategy that may include survey kiosks, online surveys, sampling, and passive

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<sup>3</sup> Link to [Localscape](#)

collection (proactive input by customers). PSB launched the Customer Experience Measurement System Initiative (Appendix C) in 2019 with several pilot agencies.

3. Expand Agency Data Sharing – To enhance inter-agency data sharing, Local Services could collaborate with departments, agencies, and King County Information Technology to identify opportunities to consolidate, standardize, and share related data and datasets.
4. Improve Agency Coordination – To enhance agency coordination in providing services to unincorporated King County, Local Services could further collaborate with King County agencies, and King County Information Technology, to utilize cost-effective coordination systems using existing platforms.
5. Leverage Kingcounty.gov Refresh – The King County website refresh project is being led by King County Information Technology. Local Services should join this work to better leverage increased accessibility, online services, and the usefulness of web pages used by residents and businesses of the unincorporated areas.
6. Implement Customer-Focused Local Services Delivery Performance Measures – Collaborate with communities and partner agencies to define additional service delivery measures that specifically target constituent areas of interest, expressed in terms that are meaningful to the residents and businesses in the unincorporated areas.

New service partnership agreements and future Local Services performance reports will be structured to reflect this recommendation with a focus on measures that are of interest to the communities.

Before initiating any process improvement or technology projects, Local Service will:

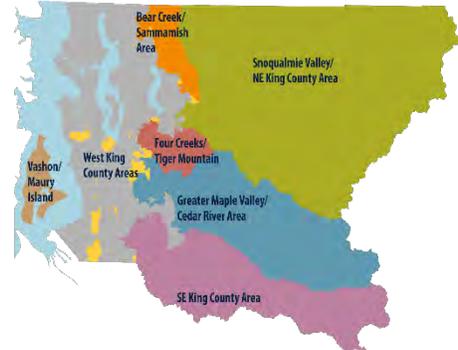
- Collaborate with King County Information Technology to clearly identify their role for each project.
- Focus on developing service partnership agreements before initiating any process or technology projects that involve potential service agreement partners. Once agreements have been finalized, Local Services and service agreement partners will develop project charters that identify the business problem, project objective, scope, barriers and risks. The community perspective will be included by reaching out to community groups and unincorporated residents for input.

### III. Background

#### Overview of the Department of Local Services

King County is the local service provider for the estimated 247,000 people<sup>4</sup> who live in the unincorporated areas of King County. The Department of Local Services (Local Services), created in 2018 by Ordinance 18791<sup>5</sup>, is dedicated to improving local services for unincorporated areas by improving coordination and collaboration between County agencies, communities, and other entities.

- The mission of Local Services is to promote the well-being of residents and communities in unincorporated King County by seeking to understand their needs and delivering responsive local government services.
- Local Services provides infrastructure and land use planning services; land use, building, and fire regulatory and operating permits; code enforcement; and a limited number of business licenses in unincorporated areas of the county through its Permitting Division.
- Local Services is responsible for all county-owned roads, bridges and related infrastructure in the unincorporated areas of King County through its Roads Services Division



#### Service Partnership Agreements

In addition to providing services through its two divisions, Local Services is responsible for coordinating and improving the responsiveness of local service delivery by King County government. It does so through developing service partnership agreements with other local service providing agencies, the Community Service Areas Program<sup>6</sup>, and regular reporting<sup>7</sup> to increase the transparency and accountability of local government service provision in unincorporated King County.

The purpose of the service partnership agreements is to define the relationship, service level targets, and processes that operationalize King County Council guidance adopted in Motion 15125<sup>8,9</sup>. The key elements of the service partnership agreements address the overall business needs as identified in the Service Partnership Steering Committee Charter (Appendix B), including:

- Definition of the appropriate roles and responsibilities for the Department of Local Services and its partners
- Development and/or refinement of inter-departmental protocols and systems to support joint and shared accountability between the Department of Local Services and its partners for service delivery in unincorporated King County
- Coordination in the delivery of services to unincorporated King County and elimination of internal and external barriers to efficient and effective service delivery

<sup>4</sup> Link to [Statistical Profile on Unincorporated King County, 2018](#)

<sup>5</sup> Link to [Ordinance 18835](#)

<sup>6</sup> Link to [Community Service Areas program](#)

<sup>7</sup> Link to [Service Partnership Reports](#)

<sup>8</sup> Link to [Motion 15125](#)

<sup>9</sup> Link to [Service Partnerships](#)

- Improved and coordinated communication with residents of unincorporated King County
- Measurable responsiveness and transparency in the provision of local services
- Coordinated data collection, reporting, and monitoring regarding the county's service delivery in unincorporated areas in a way that does not increase the cost of service

Local Services has been phasing in the partnership agreements with four service partnership agreements (Phase I) in effect with three King County agencies. Agreements are in place with the following:

- Department of Natural Resources and Parks - Parks Division
- Department of Natural Resources and Parks - Surface Water Management Division
- Department of Executive Services - Regional Animal Services of King County Division
- Public Health Seattle and King County - Environmental Health Services Division

Over the course of the 2019-20 biennium, Local Services will initiate agreements with the remaining King County local service providers (Phase II). The Phase II framework for service partnerships is under development and will be heavily informed by Phase I and Local Services' experience to-date, feedback received on performance reporting and recommendations in this Strategic Technology Plan. The next series of partnership agreements will emphasize customer focused measurement and reporting.

The service partnership agreements will put in place the process improvements and technology projects identified in the Strategic Technology Plan. This will foster greater efficiency and collaboration between agencies while enhancing data sharing with customers to better understand their needs and improve service delivery in the unincorporated areas.

### **Community Service Areas**

In 2010, the King County Council sought a new approach for engaging with residents in unincorporated areas. Executive Constantine proposed creating a "robust public engagement program that informs, involves, and empowers people and communities." In 2011, with guidance from the county's 2010-2014 Strategic Plan<sup>10</sup>, the county created seven Community Service Areas to represent all unincorporated residents and communities.

Local Services organizes its reporting by the seven Community Service Areas:

1. Bear Creek/Sammamish
2. Snoqualmie Valley/Northeast King County
3. Four Creeks/Tiger Mountain
4. Greater Maple Valley/Cedar River
5. Southeast King County
6. West King County
7. Vashon/Maury Island

Local Services assigns a liaison to each service area to provide access for unincorporated residents to King County services, personnel, and information. The liaisons hold weekly office hours in each service area to increase awareness of King County Local Services as the local government and to be more accessible to unincorporated residents. Liaisons attend local community meetings to understand community concerns and communicate them to the appropriate King County departments and service

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<sup>10</sup> [Link to 2010-2014 King County Strategic Plan](#)

partners. Annual town hall meetings are held in each Community Service Area. The meetings provide opportunities for residents to access to additional County services (selling ORCA cards, logging road concerns, registering pets, providing notary services, for example) to each area, provide information on County services and activities, and gather feedback from the community.

### **Report Methodology**

Local Services contracted with ProjectCorps, a Seattle-based consulting company, to assist with the development a strategic technology plan for Local Services. The work included an assessment the current state of performance measurement and reporting. The Plan recommends process and technology improvements to be performed over the next five years.

A summary of the methodology ProjectCorps used to perform this work is included in the Plan (Appendix A, pages 34-36) and includes a list of the project team, project steering committee, and departments and staff that were consulted or interviewed. The Executive's Office of Performance, Strategy, and Budget provided input on product catalogs and customer experience.

## **IV. Report Requirements**

This report is organized to align with the requirements of Ordinance 18835<sup>11</sup>, Section 84, Local Services Administration, Proviso P3, as follows.

- The report first describes how Local Services is monitoring service delivery with its partner agencies and the role that reporting has in that monitoring process.
- Next, the report looks at the data and technology being used by agencies to monitor services provided in unincorporated King County
- Finally, it outlines process and technology improvements that could be used by Local Services to improve reporting and support transparency into the services provided in unincorporated areas.

### **A. How Local Services Will Monitor Service Delivery with Participating County Agencies**

Local Services has focused on improving the transparency, accountability, and reporting of local services to the community by producing quarterly performance reports. An example of the most recent report is included as Appendix D. Local Services started monitoring service delivery with the development of the first quarter, 2019 Local Services Report in May, 2019.

Local Services' service partner agencies are asked to provide quarterly performance data on their programs, services, and facilities for each of the seven Community Service Areas. As partnerships and reporting have been implemented, some metrics have evolved or new metrics have been added that are more meaningful to the customer. Local Services aggregates the partner agency information, highlights accomplishments, and adds contextual information.

The quarterly reports are provided to the public, King County Councilmembers, the Service Partnership Steering Committee<sup>12</sup>, and service partner agencies. They are made available at the Community Service

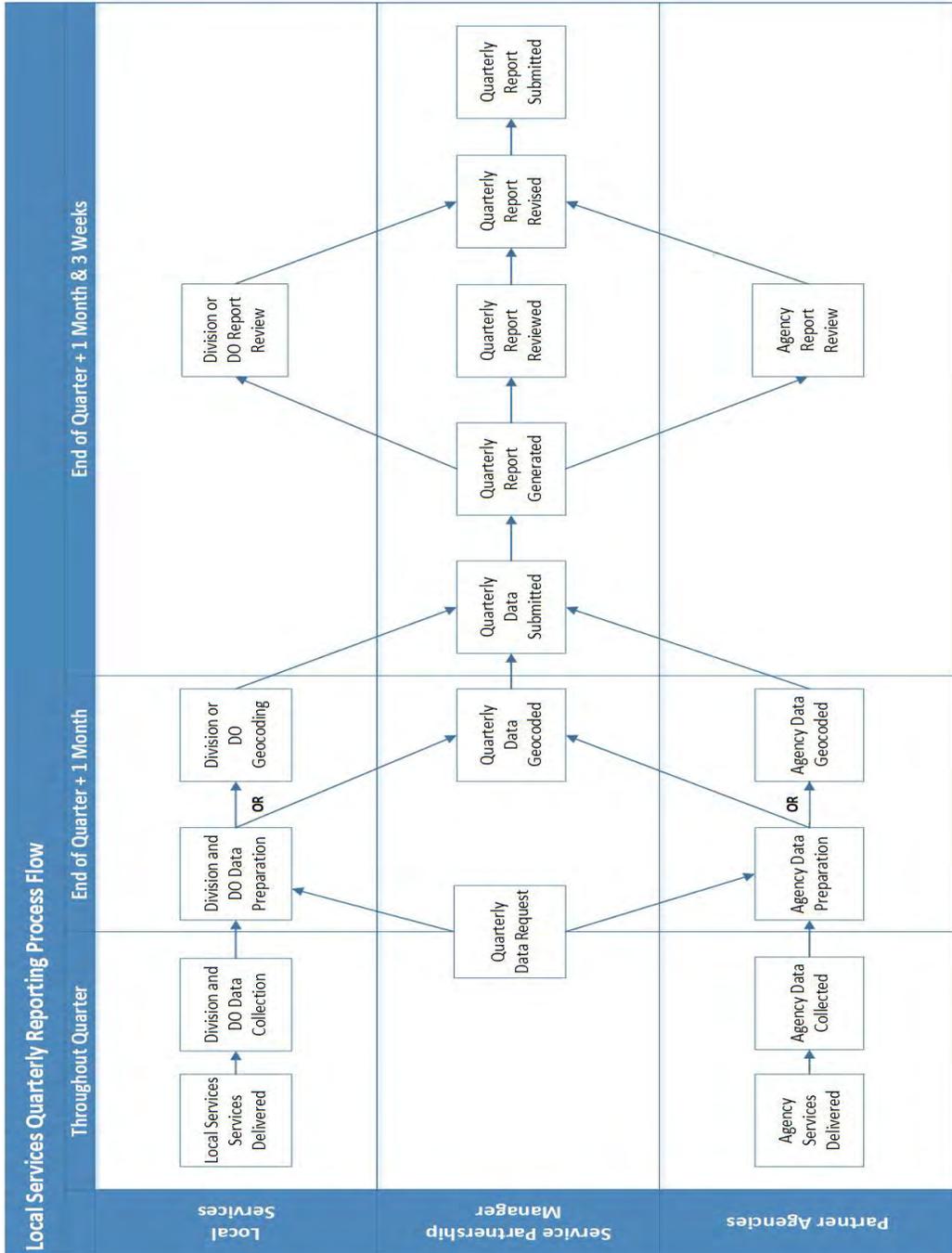
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<sup>11</sup> Link to [Ordinance 18835](#)

<sup>12</sup> The Service Partnership Steering Committee is comprised of representatives from PSB, DCHS, DES, DNRP, PHSKC

Area Town Hall meetings and are posted on the Local Services website<sup>13</sup>. The process flow diagram in Table A1 depicts how this reporting process works.

**Table A1 – Local Services Quarterly Reporting Process Flow**



DO = Director's Office

<sup>13</sup> Link to [Local Services](#)

Local Services, along with its service partner agencies, is continually working to improve each new quarterly report. The second quarter report improves on the first quarter report by breaking out more data by Community Service Areas (CSAs) and by including data from additional agencies (King County Sheriff's Office and Department of Executive Services Records and Licensing Division). The third quarter report improves on the second quarter report by providing statistical profiles on each Community Service Area and trending information for some partner data. The fourth quarter report will serve as both a quarterly report and annual report for 2019. It will include reporting on Community Service Area work plans and outreach.

The current agencies participating in monitoring with Local Services are:

- Department of Local Services - Roads Division
- Department of Local Services - Permitting Division
- Department of Natural Resources and Parks - Parks Division
- Department of Natural Resources and Parks - Surface Water Management Division
- Department of Executive Services - Regional Animal Services of King County Division
- Public Health Seattle and King County - Environmental Health Services Division

Future agencies, programs or services that will participate in local service delivery monitoring are those with which Local Services will sign partnership agreements in 2020. Local Services will move away from signing agreements with divisions within departments toward signing agreements with departments to simplify the agreement development process. Future partners include:

#### King County Executive Departments

- Department of Executive Services
- Public Health – Seattle & King County
- Department of Community and Human Services
- Department of Metro Transit
- Department of Natural Resources and Parks
- Department of Adult & Juvenile Detention
- Department of Information Technology
- Department of Public Defense

#### King County Separately Elected Offices

- King County Assessor
- King County Elections
- King County Prosecuting Attorney's Office
- King County Sheriff

#### King County Special Purpose Districts

- King County Fire Districts
- King County Water and Sewer Districts
- King County Library System

As additional service partner agreements are put in place, it is expected that they will evolve and improve toward meeting unincorporated area needs for transparency and accountability. Local Services will continue to collaborate with its service partners and the community toward fully realizing the vision of becoming a transparent and accountable local King County government for unincorporated King County.

## **B. An Updated and Complete Local Services Product Catalog**

A product catalog was created during planning for the Department of Local Services as a framework to identify the programs, services, and facilities (products) provided to unincorporated area residents. The product catalog describes the outputs, quality standards, and unit costs. It informed the creation of the first round of Local Services service partnership agreements (SPAs) – a pilot program of four agreements with the agencies listed below (excluding the Local Services divisions).

The 2019-2020 Executive Proposed Budget Request included product catalogs for the four agreements and the two Local Services divisions (Roads and Permitting):

- Department of Local Services - Roads Division
- Department of Local Services - Permitting Division
- Department of Natural Resources and Parks - Parks Division
- Department of Natural Resources and Parks - Surface Water Management Division
- Department of Executive Services - Regional Animal Services of King County Division
- Public Health Seattle and King County - Environmental Health Services Division

The King County Office of Performance Strategy and Budget will not require agencies to create product catalogs for the 2021-2022 budget; however, elements of the original product catalogs have been incorporated into the service partnership agreement framework. New partnership agreements will be developed in 2020, informing the 2021-2022 budget development process. Revisions to the existing four agreements will occur as they evolve into departmental agreements and the new agreements with County service providers.

The process improvements and technology projects identified in the Strategic Technology Plan will inform development of the new partnership agreements. These changes will improve the collection, dissemination, reporting and monitoring of service delivery information and coordination of services in the unincorporated areas of the county. The new catalog of service partnership agreements will be included in the 2021-2022 Executive Budget Request.

Local Services has focused on transparency, accountability and measurement in the 10 months since its creation. Reports cataloging product delivery have been developed and delivered in each of the first three quarters. The 2019 second quarter report expanded coverage beyond the products identified in the Executive Budget Request to include performance data for programs and services provided by the King County Sheriff's Office and the Department of Executive Services Records and Licensing Service Division. Programs, services, and facility information and measures for other county agencies will be added in future quarterly reports to include performance data and project status on those programs, services, and facilities outlined in the service partnership agreements.

The most recent third quarter report is a progressively updated reporting on the existing catalog of services, programs, and facilities (products) and is included as Appendix D.

### C. An Inventory of the Types of Data Needed to Measure Performance

Analysis in the Strategic Technology Plan identifies 11 types of data that Local Services could use to measure performance (quantity and quality) of service delivery. It is important to recognize that the exact meaning and usefulness of each data type depends on the specific measures being considered for each product. Additionally, data reported to Local Services by other departments may need to be restricted to protect privacy and conform to data governance, HIPAA<sup>14</sup> standards for privacy of patient information, and other legal restrictions.

**Table C1 - Types of Data**

Data Types	Definition	Examples
<b>Quantity or output</b>	Number of transactions or activities	<ul style="list-style-type: none"> <li>• Number of permits or licenses issued</li> <li>• Number of inspections conducted; number of re-inspections required</li> <li>• Number of animals taken in; number of animals adopted</li> </ul>
<b>Target</b>	Established values for measurement comparison	<ul style="list-style-type: none"> <li>• Total number of inspections planned to be completed in third quarter</li> <li>• Percentage of permit applications expected to be reviewed within two weeks</li> <li>• Miles of pavement to be repaved every six months</li> </ul>
<b>Date</b>	Time stamps on transactions	<ul style="list-style-type: none"> <li>• Date of application</li> <li>• Date permit issued</li> <li>• Date of inspection</li> </ul>
<b>Customer</b>	Identity of an individual or entity associated with the transaction. This data type may not be appropriate to report individually, depending on the service, to protect privacy and conform to data governance, HIPAA, and other legal restrictions.	<ul style="list-style-type: none"> <li>• Name of permit applicant or entity</li> <li>• Name of licensee</li> <li>• Name of animal adopter</li> </ul>

<sup>14</sup> Health Insurance Portability and Accountability Act, Standards for Privacy of Individually Identifiable Health Information

<b>Location</b>	Place where the activity occurred or that is associated with the customer. (This data type may not be appropriate to report individually, depending on the service, to protect privacy and conform to data governance, HIPAA, and other legal restrictions.)	<ul style="list-style-type: none"> <li>• Street address of permitted work</li> <li>• Street address of licensed business</li> <li>• Site of road repair</li> </ul>
<b>Cost</b>	Cost data associated with the transaction or transaction type	<ul style="list-style-type: none"> <li>• External fee charged to conduct an inspection</li> <li>• Internal agency cost associated with conducting inspections</li> <li>• Cost to build a capital project</li> </ul>
<b>Duration</b>	Length of time associated with a transaction that is not an event	<ul style="list-style-type: none"> <li>• Number of days to complete a design review</li> <li>• The length of time an animal is kenneled</li> </ul>
<b>Response time</b>	Length of time to respond to a trigger event	<ul style="list-style-type: none"> <li>• Time to issue permit after application is received</li> <li>• Time to respond to a complaint</li> </ul>
<b>Penetration</b>	Degree of coverage achieved for an activity	<ul style="list-style-type: none"> <li>• Percentage of annual inspections performed compared to number required</li> <li>• The percentage of property remodels or additions for which permits were pulled</li> </ul>
<b>Awareness</b>	Degree to which the subject population is aware of an available or required service	<ul style="list-style-type: none"> <li>• Percent of property owners who know that improvements require permits</li> <li>• Percent of individuals who know they can reserve picnic areas in parks</li> </ul>
<b>Satisfaction</b>	Customer satisfaction with services provided	<ul style="list-style-type: none"> <li>• Response time to requests for permits for property improvements</li> <li>• Lead time required to reserve park space for an event</li> <li>• Response time after snowfall to treat a roadway with sand/salt</li> </ul>

## D. An Evaluation of the Ability of Existing Technology to Provide These Data

As required, an inventory of existing technology systems employed to support local services delivery was conducted<sup>15</sup>. The agencies that participated in the systems review were:

- Department of Local Services - Roads Division
- Department of Local Services - Permitting Division
- Department of Natural Resources and Parks - Parks Division
- Department of Natural Resources and Parks - Surface Water Management Division
- Department of Executive Services - Regional Animal Services of King County Division
- Public Health Seattle and King County - Environmental Health Services Division

The Strategic Technology Plan notes that these agencies use a combination of platforms including:

- Off-the-shelf commercial software like CityWorks, Chameleon and Accela
- King County enterprise systems and data sources like Oracle, PeopleSoft, IMap and KCGIS' enterprise warehouse
- Other Government systems like Bridgeworks, a WSDOT system
- Microsoft products like Access, Excel, and SharePoint and other systems

Altogether, the Plan identified 25 unique or shared systems in use, not including the Microsoft products.

The Plan concludes that for the most part, agencies have, or will have in the near future, the technology to provide data to measure performance. Process and technology improvements outlined in Sections F and G of this report will enhance Local Services' ability to aggregate and process service data so that it can be summarized and reported by Community Service Area.

## E. An Evaluation of Whether Data Exist and Are Available to Measure Local Service Delivery

The Plan provides summary tables of the data required for each agency's performance measures. The data is organized into three categories, based on availability and use:

- **Have and Use:** Data that is required, available, and used for the current measure (green)
- **Have, but Don't Use:** Data that is available, not currently used, but may be beneficial to measure local service delivery performance (yellow)
- **Don't Have:** Data that is not available, and whose absence may possibly constrain the ability to measure local service delivery performance (orange)

An example of the Plan's summary tables is depicted in Table E1. The complete set of tables can be found in Appendix A (pages 27-33).

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<sup>15</sup> See Appendix A – pages 11-17

**Table E1 – Data Availability (example)**

DLS Road Services		DATA AVAILABILITY CATEGORIES									
		Have & use	have, but don't use	Don't have	Not Applicable						
Measure/Metric	DATA TYPES										
	Quantity	Targets	Date	Location	Cost	Duration	Response Time	Customers	Penetration	Awareness	Satisfaction
<b>Roadway</b>											
Resurfacing (Centerline Miles)	G	G	G	G	O	O	N	N	N	G	O
Snow and Ice Response (miles plowed and/or treated with sand/salt)	G	N	G	Y	O	G	O	N	N	G	O
Pothole Filling (Cubic Feet)	G	G	G	Y	G	Y	Y	N	N	G	O
Pavement Condition Inspection and Analysis (Miles)	G	G	G	G	O	O	N	N	G	N	O
<b>Bridge</b>											
Bridge Inspections and Analysis (bridges inspected)	G	G	Y	Y	Y	G	N	N	G	Y	O
<b>Drainage</b>											
Catch Basin Cleaning (catch basins identified during inspection as needing cleaning, cleaned within six months of inspection)	G	G	G	Y	O	N	Y	N	N	N	O
Catch Basin Inspections (catch basins inspected)	G	G	G	Y	O	N	Y	N	Y	N	O
Ditch Maintenance (Feet)	G	G	G	Y	O	N	Y	N	N	N	O
<b>Roadside</b>											
Sidewalk Repair (Feet)	G	G	G	Y	O	N	Y	N	N	G	O
Vegetation Management (Miles)	G	G	G	Y	O	N	Y	N	N	N	O
Shoulder Cleaning and Restoration (Feet)	G	G	G	Y	O	N	Y	N	N	N	O
<b>Traffic Control/Safety</b>											
Signal Preventative Maintenance (% of total signals)	G	G	G	Y	O	N	Y	N	G	N	O

The analysis finds that across King County agencies, data on quantity/output, date, customer, and location are generally available for service transactions. Cost, duration, and response time data are sometimes available. Customer population-related data, for example, penetration, awareness, and satisfaction data are generally not collected and are not available.

Local Services, through its service partnership agreements, will collaborate with agencies to define service metrics that more clearly relate to customer service and provide insight into the services, programs, and facilities offered by King County in the seven Community Service Areas.

## F. Process Improvements that Improve Data Collection and Aid in Reporting

Local Services has a three-pronged approach to improving data collection and reporting with partner agencies. The approach prioritizes leveraging existing technologies.

**Process Improvement 1. Leverage Existing Business Analytics Tools and Platforms to Access Agency Data** – Local Services has access to Microsoft Power BI, the County’s business intelligence technology that is available countywide but does not currently have direct access to agency data to perform independent analytics or reporting. Most partner agencies’ data is

accessible from the databases of the core enterprise applications supporting their work. Gaining direct access to data would make Local Services' analysis of existing data more efficient.

With help from its service agreement partners, Local Services will work toward querying partner agency databases to simplify and decrease the time it takes to do data analysis and generate reports. Local Services will collaborate with partner agencies to ensure that all direct data access complies with County data governance rules and other statutory requirements such as HIPAA<sup>16</sup>.

Local Services is working in collaboration with its partner agencies to improve service delivery monitoring. It is important to note that Local Services is dependent on the ability of partner agencies to make direct access available and to make Local Services' data requests part of their standard work. Departmental workloads and staffing constraints may result in limited time and resources for additional data gathering and analysis activities. Over this first year of experience with partner agencies, it is clear that they are supportive of Local Services and its mission. They are willing to collaborate using technology to minimize the administrative burden that service performance reporting creates for staff.

If the need arose for additional analysis or preparation of agency data for use in measures that exceeds the capabilities of Power BI, Local Services would work with King County Information Technology to design the most cost-effective solution, consistent with County technology direction and attendant standards.

**Process Improvement 2. Establish Existing Geographic Information System (GIS) Reporting Capability** – Local Services needs to establish the ability to use available Geographic Information System (GIS) software, and mapping layers to better display service delivery data. Many agencies already have or collect service, program, or facility location data, which could be used by Local Services to report by Community Service Area. The data could potentially be used to map service delivery data at a more granular level (for example in unincorporated neighborhoods such as Skyway, or White Center) for areas that are not contiguous. Maps allow viewers to easily understand the location of service delivery and focus in on services delivered in their areas. Additional dimensions, such as color or size of icon, can allow viewers to see the quality or quantity of a service on the same map.

Some partner agencies collect and store location data at a smaller geographic breakout level than they report to Local Services. Some metrics may be more useful if reported at a smaller geographic breakout. For example, if a Community Service Area contains multiple census tracts with very different population profiles, some services may be better reported by census tract instead of Community Service Area to support equity impact reporting.

**Process Improvement 3. Implement a Customer Relationship Management System** – Local Services has a subscription to Microsoft Dynamics, which is a customer relationship management (CRM) system also used by the Executive's Office Customer Service Officer. Local Services staff are not yet fully using the system's capacity to capture all community contacts.

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<sup>16</sup> Health Insurance Portability and Accountability Act, Standards for Privacy of Individually Identifiable Health Information

Local Services will use a CRM to capture customer contacts, facilitate communications, and capture and track resident and business requests. The database could be used for marketing, surveying, and directed/targeted communications for specific efforts.

The second two process improvements are already underway. The first process improvement to access partner databases directly will be implemented with partners as partnership agreements are developed.

## G. A Recommendation for Technology Improvements

The projects listed below target information and data sharing or potential efficiency in service delivery. All leverage existing systems, staff resources and require that Local Services collaborate with its agency partners. The first two projects improve reporting and transparency for the community while the second two projects are related to partner agency collaboration and data sharing. The fifth project relies heavily on King County Information Technology, and the sixth project introduces the need for a more customer focused approach to measurement and the collection of information.

**Project 1. Implement Geographic Presentation of Data** – To support transparency into the services provided in unincorporated King County, Localscape<sup>17</sup> (a platform used by the King County Assessor) could be implemented to create a community-facing geographic presentation of service delivery. This could be a valuable communication tool for residents of unincorporated King County. Localscape presents layers of data on top of base maps. It allows the customer to enter an address and see relevant data near that address. For example, if a customer enters an address, the customer can see the average assessed property value for the area and can also see the change in appraised value.

A geographic presentation of data is currently provided by some agencies. For example, the Road Services Division presents road conditions and projects affecting traffic in MyCommute maps on their website and the Permitting Division presents permits in a specific area through Localscape on the Assessors website. Localscape offers Local Services an established, tested platform for presenting data geographically. King County’s new web platform may also allow data to be displayed in a geographically relevant way.

**Project 2. Implement Direct Measurement of Customer Satisfaction** – To support and expand transparency, Local Services in collaboration with its partner agencies and the Office of Performance, Strategy, and Budget (PSB) could develop a customer satisfaction strategy that would inform service delivery to unincorporated King County residents and businesses. PSB launched the Customer Experience Measurement System initiative (Appendix C) in 2019 with several pilot agencies.

Local Services may deploy, for example, survey kiosks, online surveys, sampling, and passive collection (proactive input by customers) to collect customer satisfaction data. By combining satisfaction data with publicly available customer demographic data, Local Services could more effectively report on customer satisfaction across different populations to support the County’s

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<sup>17</sup> Link to [Localscape](#)

commitment to equity and social justice. Additional analysis is needed to determine whether this approach might require technology investments.

**Project 3. Expand Agency Data Sharing** – To enhance data sharing, Local Services could collaborate with agencies to identify high-value opportunities to consolidate, standardize, and share related data and datasets while conforming to County data governance rules. High-value data sharing opportunities would be those that could lead to potential efficiencies in service delivery.

Some related and overlapping data is currently stored separately by service partner agencies; this presents an opportunity to improve agency efficiency, effectiveness, and service delivery. Individual agency-level datasets may not all be complete. Some agencies maintain redundant or overlapping customer, asset, and resource data (for example, stream, lake, and wetland data; engineering drawings and plans). Data sharing opportunities should be evaluated and those that lead to improved service delivery for customers should be prioritized. For example, a business might benefit from seeing all inspections by King County agencies in one location and the agencies involved might benefit from seeing all business inspections in one database.

**Project 4. Improve Agency Coordination** – To enhance agency coordination in providing services to unincorporated King County, Local Services could collaborate with agencies and King County Information technology to define cost-effective coordination systems using existing platforms. Increased coordination could lead to potential efficiencies in service delivery.

Increased coordination could improve outcomes amongst agencies with dependent processes or services. For example, when plumbing and gas piping inspections or on-site sewer and septic applications affect Local Services' Permitting application and review processes.

Currently, some planned projects and activities include intentional coordination between agencies; others are planned independently. To deepen inter-agency collaboration Local Services could collaborate with agencies to identify and define a cost-effective coordination process. Since the opportunity for coordination may depend on the proximity of field activities, available geographic information system software mapping could be used to help identify opportunities. SharePoint could be used to support a shared, cross-agency view of candidate opportunities.

**Project 5. Leverage Kingcounty.gov Refresh** –King County's website Refresh Project is being led by the Department of Information Technology (KCIT). Local Services could engage and provide input to the Refresh Project to increase accessibility, better define services on-line, and to increase the usefulness of the county's web pages for residents and businesses in unincorporated King County.

KCIT is leading the effort to redesign the County's web presence in partnership with every County agency. The current site largely reflects the County organizational chart. As a result, customers need to know what services each department offers to efficiently navigate the site. The new site will increase the number of services provided online and will be more functionally organized, making it more accessible and useful to residents and businesses. The new site will

offer Local Services and its service partners improved opportunities to communicate with customers.

**Project 6. Implement Customer-Focused Local Services Delivery Performance Measures –** Current agency metrics are not always readily translatable into measures of service that are meaningful to County residents and businesses. Satisfactory performance against operational measures does not necessarily translate into satisfactory service-levels from the perspective of residents and businesses in unincorporated areas.

For example, many measures report in “number of occurrences” showing how much was accomplished, but not informing whether the actual demand was met.

To improve data collection, reporting, and service delivery monitoring, Local Services will need to collaborate with unincorporated communities and partner agencies to define additional service delivery measures that specifically target constituent areas of interest. These measures should be expressed in terms that are meaningful to unincorporated area constituents including customer satisfaction with delivered services.

This recommendation will inform measures captured in the new service partnership agreements and will be reflected in future Local Services reports.

## H. A Description of Technology Projects

The process improvement and technology projects and their rationale are described above. The high-level tasks for each process improvement and project are listed in this section.

### **Process Improvement 1. Leverage Existing Business Analytics Tools and Platforms to Access Agency Data**

Project Tasks:

Local Services has Power BI, the County’s BI technology, and will use it to directly access data in partner agency databases for analysis and reporting, and for any new reporting defined by Local Services. Local Services will collaborate with the partner agencies to ensure that all requested access comply with data governance rules in place.

For each Local Services service delivery performance measure defined in collaboration with partners:

- Define, configure, and apply Power BI to agency data to create and report measures
- Develop reporting for new service delivery performance measures

### **Process Improvement 2. Establish Geographic Information System Reporting Capability within Local Services**

Project Tasks:

- Identify and designate internal resources (completed)
- Identify and obtain needed software (ArcGIS Pro) (completed)
- Identify and obtain needed training. (completed)
- Identify measures for which greater or different location granularity of reporting is required
- Obtain access to County GIS mapping layers

- Collaborate with agencies to obtain access to agency location and measures data

### **Process Improvement 3. Implement Local Services Customer Relationship Management (CRM)**

#### Project Tasks:

- Implement an instance of MS Dynamics (completed)
- Establish procedures for capturing and maintaining contact information in the system
- Establish procedures for tracking responses and resolution of requests and issues raised by residents
- Assign resources and define accountabilities
- Load existing contact information from current sources
- Define, configure, and apply Power BI to CRM metrics

### **Technology Project 1. Implement Geographic Presentation of Data**

#### Project Tasks:

- Identify service delivery performance data geographic presentation
- Aggregate data suitable for presentation
- Identify performance area for a pilot
- Define and design presentation tab
- Implement Localscape pilot
- Expand program based on results

### **Technology Project 2. Implement Direct Measurement of Customer Satisfaction**

#### Project Tasks:

- Support each agency's participation in Performance, Strategy, and Budget's Customer Experience Measurement project
- Conduct public outreach to identify:
  - Service delivery concerns
  - Desired information
- Collaborate with PSB and partner agencies to identify additional customer satisfaction measures and required data
- Work with PSB to develop ongoing customer satisfaction outreach strategy and process
  - Channels
  - Sampling
  - Coverage
  - Logistics
- Determine location for storing customer satisfaction data
- Define public reporting
- Define and develop public reporting channels and mechanisms

### **Technology Project 3. Expand/Enhance Agency Data Sharing**

#### Project Tasks:

- Work with the Office of Performance, Strategy, and Budget Office and partner agencies to identify existing monitoring work groups who currently integrate different data sets
- With each agency, identify and evaluate opportunities to share data with other agencies to improve efficiency and effectiveness

- Identify cost-effective candidate data sets
- Facilitate consensus across agencies on
  - Data sets to share
  - Mechanisms / locations
  - Implementation plan
- Support any required justification and funding
- Monitor implementation of data sharing enhancements

**Technology Project 4. Improve Agency Coordination**

Project Tasks:

- Consult with each agency regarding:
  - Other agencies affecting or affected by agency field activities (service delivery activity, Capital Improvement projects, and community outreach for example).
  - Current coordination effectiveness and possible improvements
  - Point-to-point improvements
  - Cross-agency process models
- Facilitate cross-agency consensus regarding point-to-point vs. cross-agency process model
- Establish Local Services monitoring mechanism for point-to-point coordination (e.g., regular comparison and coordination of work plans)
- If accepted, facilitate implementation of cross-agency coordination process and attendant technology

**Technology Project 5. Leverage the Refresh Project**

Project Tasks:

- Engage with the Refresh Project leadership as a stakeholder
- Provide requirements and input to maximize value to unincorporated King County constituents
- Understand how the Refresh Project will add value to unincorporated King County constituents in accessing services and information and to Local Services in communicating with its communities
- Identify opportunities as the Refresh Project is implemented

**Technology Project 6. Implement Customer-Focused Local Services Delivery Performance Measures**

Project Tasks:

- Conduct public outreach to identify:
  - Service delivery concerns
  - Desired information
- With each agency:
  - Review current service delivery performance measures
  - Identify new service delivery performance measures, as appropriate
  - Determine required data, data existence and availability
  - Determine who will report new measures

Table H1 shows the costs (where available) and dependencies for each of the process improvements and technology projects listed above.

**Table H1 - Process Improvement and Project Costs and Dependencies**

ID	PROJECTS AND INITIATIVES	RESOURCES		ESTIMATED COST	SCHEDULE	DEPENDENCIES
		HARDWARE/SOFTWARE	NEEDED			
<u>PROCESS PROJECTS/INITIATIVES</u>						
Process 1	Leverage Existing Business Analytics Tools and Platforms to Access Agency Data	Existing county access to Microsoft Power BI software	Local Services dedicated staff	Local Services to review following Council input and as part of 2021-22 budget development process	Start: 4/1/20 Finish: 4/1/21	Partner Agencies and  Process Project/Initiative 6.8 - Customer-Focused Local Services Delivery Performance Measures
Process 2	Establish GIS Reporting Capability within Local Services	Existing county GIS software and databases	Local Services dedicated staff	Local Services to review following Council input and as part of 2021-22 budget development process	Start: 10/1/19 Finish: 12/31/19	None
Process 3	Implement Local Services Customer Relationship Management (CRM)	Need annual licenses for Microsoft Dynamics software	Existing staff to support	\$22,000 annual license fee	Start: 10/1/19 Finish: 10/2/20 ongoing activity	Partner agencies, Executive Office
<u>TECHNOLOGY PROJECTS/INITIATIVES</u>						
Project 1	Implement Geographic Presentation of Data	Migrate data to Localscape platform	Programming support from KCIT or vendor	Pilot - \$15,000 Licenses - \$20,000/year Ongoing - TBD	Pilot Start: 1/1/21 Finish: 7/31/21	Partner agencies, Assessor (owner of Localscape), KCIT, vendor
Project 2	Implement Direct Measurement of Customer Satisfaction	Commercially available survey kiosks and/or surveying software  Existing County hardware/software	Local Services dedicated staff  Existing staff	\$750 - \$2,500 annually for online surveys. Kiosk costs TBD  Local Services to review following Council input and as part of 2021-22 budget development process	Start: 1/1/20 Finish: 12/31/20	PSB, King County Customer Experience Management System
Project 3	Enhance Agency Data Sharing	TBD. Existing County enterprise systems or already planned agency improvements	Local Services dedicated staff	Local Services to review following Council input and as part of 2021-22 budget development process	Start: 4/1/20 Finish: 12/31/20 ongoing activity	KCIT, partner agencies
Project 4	Improve Agency Coordination	KCGIS software and mapping layers  SharePoint  Other existing County software	KCIT existing staff  Local Services dedicated staff	\$26,000 - \$52,000 KCIT support based on 160-320 hours @ \$163/hr  Local Services to review following Council input and as part of 2021-22 budget development process	Start: 10/1/20 Finish: 9/30/21 ongoing activity	KCIT, partner agencies
Project 5	Leverage Kingcounty.gov Refresh	None for Local Services needed	Existing KCIT and County resources	No additional costs	Start: 10/1/19 Finish: 6/30/21	KCIT, partner agencies
Project 6	Customer-Focused Local Services Delivery Performance Measures	Commercially available survey kiosks and/or surveying software  Existing County hardware/software	Local Services dedicated staff  Existing staff	Local Services to review following Council input and as part of 2021-22 budget development process	Start: 10/1/20 Finish: 9/30/21 ongoing activity	KCIT, partner agencies and community representatives

Table H2 illustrates tentative project timelines for each process improvement and technology project.

**Table H2 - Process Improvement and Technology Project Timeline**

ID	PROJECTS AND INITIATIVES	2020				2021				2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Process 1	Leverage Existing Business Analytics Tools and Platforms to Access Agency Data																				
Process 2	Establish GIS Reporting Capability within Local Services	Complete																			
Process 3	Implement Local Services Customer Relationship Management (CRM)					ongoing															
	TECHNOLOGY PROJECTS/INITIATIVES																				
Project 1	Implement Geographic Presentation of Data													ongoing							
Project 2	Implement Direct Measurement of Customer Satisfaction																				
Project 3	Enhance Agency Data Sharing									ongoing											
Project 4	Improve Agency Coordination									ongoing											
Project 5	Leverage Kingcounty.gov Refresh																				
Project 6	Customer-Focused Local Services Delivery Performance Measures									ongoing											

## V. Next Steps

The Strategic Technology Plan provides cost effective strategies to improve transparency of service delivery through better use of existing technology and available data. Over the next five years, the process improvements and technology projects identified will improve the King County’s ability to collect and share data on service delivery in the unincorporated areas of the county. Local Services will leverage existing technology and data more completely and in new ways to bring the service measures to life, providing better information to customers, service providers and decision makers – while minimizing the impact of reporting on service partner agencies.

This work will be accomplished by applying three overarching guidelines:

1. Focus on the customer:
  - Pilot programs to increase customer access to online information using existing and familiar county platforms
  - Implement the successful pilot programs more fully
  - Increase use of GIS data and business intelligence software to enhance Local Services’ ability to more accurately describe services and service delivery by Community Service Area
  - Involve the customer in the creation of more meaningful qualitative measures
  - Enhance customer experience in navigating county systems

2. Collaborate with partner agencies to improve data collection, monitoring and reporting:
  - Use common/shared business analytics and other existing tools to better track and report on progress
  - Increase Local Services' sophistication in the use of GIS tools, with access to partner data to target communication and reporting of service delivery, challenges, and issues
  - Coordinate closely with King County Information Technology's Refresh Project
  - Expand sharing of common datasets by collaborating with agencies to identify high-value opportunities for consolidation, standardization, and data sharing
  - Seek opportunities to better understand and coordinate with partner-led technology and information collection initiatives such as the Department of Community and Human Services (DCHS) and Public Health – Seattle and King County (PHSKC) and their major data system improvement project<sup>18</sup>
  
3. Supplement, don't duplicate efforts
  - Leverage existing technology, tools and platforms to access data
  - Expand sharing of common datasets by collaborating with agencies to identify high-value opportunities for consolidation, standardization, and data sharing
  - Coordinate with King County Information Technology, the Office of Performance, Strategy and Budget and others to leverage existing and new initiatives and avoid duplication of effort
  - Leverage existing frameworks and create alignment with the King County Strategic Plan<sup>19</sup>, Equity and Social Justice Strategic Plan<sup>20</sup>, Strategic Climate Action Plan<sup>21</sup> and other county priorities as Local Services implements the recommendations in this plan

Before initiating process improvements or technology projects, Local Service will:

- Collaborate with King County Information Technology to clearly identify their role in each project and to achieve consistency with their standards, requirements and the King County Information Technology Strategic Information Technology Plan
- Focus on developing service partnership agreements before initiating any process or technology projects that involve partners. During the service partnership discussions, Local Services will introduce the list of projects and work with partners to identify their role in each project. Once agreements have been finalized, Local Services will develop project charters that identify the business problem, project objective, scope, barriers and risks in collaboration with the applicable partners
- Reach out to its community partners to identify those that are most interested and able to provide input.

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<sup>18</sup> [Ordinance 18835](#) Section 84 Proviso P2 requires DLS to work with DCHS and PHSKC to develop a report on geographic equity and distribution of community and human services funded by the Best Starts for Kids levy, the Veterans, Seniors, and Human Services Levy or the Mental Illness and Drug Dependency levy provided in unincorporated areas

<sup>19</sup> Link to the [King County Strategic Plan](#)

<sup>20</sup> Link to the [King County ESJ Strategic Plan](#)

<sup>21</sup> Link to the [King County Strategic Climate Action Plan](#)

Before Local Services can proceed with technology projects, it will meet with the relevant project team members and develop detailed project plans for each project that will specify the roles, actions, and specific timelines.

**Appendix A: Strategic Technology Plan, Project Corps**



**King County**

## **Department of Local Services Strategic Technology Plan**

**Prepared By: Carl Kaufman  
ProjectCorps**

**9/30/2019**



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## 1. Executive Summary

To improve the coordination and delivery of services in both urban and rural unincorporated areas, King County (the County), as outlined in King County Council Motion 15125, established the Department of Local Services (Local Services) to provide an additional point of accountability for residents of unincorporated King County (UKC) to help ensure they get the County services they need and their voices are heard. To do this, Local Services will employ three strategies that could have consequences for this technology plan:

- Monitor and report King County service delivery performance measures with data and input from partner agencies
- Develop and directly monitor additional, supplementary service delivery and customer experience performance metrics
- Identify issues and work with partners to advocate and facilitate adoption of process and technology improvements to improve service delivery

DLS will provide accountability in the delivery of services in UKC through its two divisions and through service partnerships with other King County agencies providing services in UKC. Through development of service partnership agreements between DLS and these agencies, the terms, commitments and progress in delivering services will be monitored and reported. Currently, Local Services has agreements in place with the following four partner agencies:

- Department of Executive Services - Regional Animal Services of King County division
- Department of Natural Resources and Parks - Surface Water Management division
- Public Health Seattle & King County - Environmental Health Services division
- Department of Natural Resources and Parks - Parks division

Local Services contracted with ProjectCorps to develop a strategic technology plan that assesses the current state of performance measurement and reporting and recommends technology and process projects and initiatives to be performed over the upcoming five years, applying three guidelines:

- Bring a customer perspective
- Collaborate closely with partner agencies
- Supplement; don't duplicate efforts

### Performance Measurement and Reporting Assessment

Each agency has defined measures for tracking performance of services provided. Metrics are reported quarterly to Local Services and published in the Local Services Quarterly Report. Local Services is planning to expand and improve reporting by modifying the report to (a) address customer issues and interests and (b) focus on agency collaboration and service performance.

The agency measures are critical for operational management, but are not always translatable into measures that are meaningful to County residents and businesses. Satisfactory performance indicated by operational measures does not necessarily translate into satisfactory service-levels from the perspective of residents and businesses of UKC.

Not all agencies are currently able to meet the goal of reporting performance measures by Community Service Area (CSA), although the underlying street address data to do so frequently exist. Operational and measurable agency activities to advance King County policies are included in the current Local Services Quarterly Reports.

Capital project delivery status is reported in the current quarterly report, but varies from agency to agency. It is largely based on project cost information, which is used as a surrogate for project delivery performance. Reporting generally includes cost, schedule, location, and status information.

### Performance Data Assessment

To determine the data required to monitor delivery of local services, the existence of that data, and whether that data is available, ProjectCorps assessed the current measures and data used by the agencies, and, more broadly, considered possible measures of quantity and quality of services provided and the data that would be required. The assessment identified the technology employed by each agency.

It also defined eleven types of data that encompass the range of data required to monitor the delivery of local services. Agencies determined the existence and availability of the data required to monitor and report local services delivery performance. Across the agencies, quantity, date, customer, and location data are generally available for service transactions. Target data exist for some metrics. Cost, duration, and response time data are sometimes available. Customer population-related data, e.g., penetration, awareness, and satisfaction data, are generally not collected and are not available.

### Technology Projects and Initiatives

Based on the project guidelines and an assessment of the current state, nine projects and initiatives were defined within Local Services and the agencies that could improve data reporting processes and apply existing information technology to meet Local Services' objectives. These projects and initiatives could be accomplished by Local Services over the upcoming five-year period. The projects are divided into technology projects, which will establish the Local Services' technical foundation and leverage available technology to improve local services delivery and community outreach, and process projects, which will improve Local Services' ability to monitor and improve agency efficiency and effectiveness in delivering local services.

#### 1. Implement Geographic Presentation of Data

Implement a community-facing geographic presentation of service delivery performance data meaningful to residents using the existing [Localscape](#)<sup>1</sup> platform to establish an accessible and valuable channel of communication with UKC.

#### 2. Leverage Kingcounty.gov Refresh

Engage and provide input to the refresh project to better understand how agencies and Local Services will be able to exploit this asset's increased accessibility, online services, and usefulness to residents and businesses of UKC and increase the value to UKC. Note: if the Refresh project also presents data geographically, Project/Initiative #4 may be subsumed into this project.

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<sup>1</sup> Spatialest Inc. created "Localscape" for the King County assessor in 2014, a map-based visualization tool that aggregates data to present information.

### 3. Expand Agency Coordination

Collaborate with agencies to identify opportunities to improve coordination (e.g., from impact from incidents of non-coordination). Define a cost-effective coordination process using available GIS software and KCGIS mapping layers to help identify opportunities and using SharePoint to support a shared, cross-agency view of candidate opportunities.

### 4. Expand Agency Data Sharing

Expand sharing of common datasets by collaborating with agencies to identify high-value opportunities to consolidate, standardize, and share related data and datasets. Use business intelligence/decision support technology available in the County (Microsoft's Power BI) to directly access data in partner agency databases.

### 5. Implement Customer-Focused Local Services Delivery Performance Measures

Improve service delivery monitoring, data collection, and reporting by reaching out to the community and collaborating with the partner agencies to define additional service delivery measures that specifically target constituent areas of interest, expressed in terms that are meaningful to the constituents, including customer satisfaction with delivered services.

### 6. Implement Direct Measurement of Customer Satisfaction

Support PSBs Customer Experience Measurement System initiative which was launched in 2019. Collaborate with PSB and agencies to identify opportunities to improve collection of customer satisfaction data and develop a Local Services customer satisfaction sampling strategy that may include survey kiosks, online surveys, sampling, and passive collection (proactive input by customers). Collect or use publicly available customer demographic data to more effectively monitor customer satisfaction across different populations to support the County's commitment to equity and social justice.

## Process Projects and Initiatives

### 7. Establish GIS Reporting Capability within Local Services

Establish the ability to access partner agency granular location data and use available GIS software, and KCGIS mapping layers and support, to map service delivery data at a more granular level than CSA (where appropriate).

### 8. Leverage Existing Business Analytics Tools and Platforms to Access Agency Data

Local Services has access to business intelligence/decision support technology. Power BI<sup>2</sup>, a business intelligence technology is readily available to County agencies, and Local Services will use it to directly access data in partner agency databases for analysis and reporting. Local Services will collaborate with the partner agencies to ensure that all requested access complies with County data governance rules.

### 9. Implement Local Services Customer Relationship Management

Use customer relationship management (CRM) technology available in the County (Microsoft Dynamics<sup>3</sup>) to establish a database of contacts and contact information to facilitate Local Services communications with UKC communities, and as a tracking mechanism for capturing and tracking resident requests in order to reliably and promptly resolve issues.

## 2. Introduction

### 2.1. Local Services Mission and Objectives

To improve the coordination and delivery of services in both urban and rural unincorporated areas, King County (the County) established the Department of Local Services (Local Services) to provide an additional point of accountability for residents of unincorporated King County (UKC) to help ensure they get the County services they need and their voices are heard. As outlined in King County Council Motion 15125, Local Services will:

- Improve coordination of local services by King County agencies through increased collaboration
- Strengthen and expand partnerships between the County, communities and other service-providing entities
- Improve the delivery, responsiveness, and quality of local services to the people, businesses, and communities of unincorporated King County through unified accountability
- Improve local services through robust community and employee engagement while embracing equity and social justice and continuous improvement
- Strengthen unincorporated communities by supporting local planning and community initiatives.
- Pursue innovative funding strategies

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<sup>2</sup>Power BI is a [business analytics](#) service by [Microsoft](#). It aims to provide interactive [visualizations](#) and [business intelligence](#) capabilities with an interface simple enough for end users to create their own reports and dashboards. (Wikipedia)

<sup>3</sup> Microsoft Dynamics is a line of enterprise resource planning (ERP) and customer relationship management (CRM) software applications. (Wikipedia)

Local Services' vision is to be a valued partner who listens, understands, and acts to maximize available resources to provide responsive and effective support to the communities of unincorporated King County. To establish that partnership, Local Services

- Works with its residents and businesses to understand their needs and deliver responsive local government services
- Coordinates with county agencies to address UKC needs
- Supports economic development in UKC
- Provides opportunities for the community to give input and feedback
- Advocates for the communities' needs with other County agencies, while applying the principles of equity and social justice

## 2.2. The Strategic Technology Plan

This strategic technology plan focuses on how the Department of Local Services will monitor local service delivery, and how other County agencies, programs or services identified via service partnership agreements will be participating in that monitoring.

Local Services is establishing service partnership agreements (SPAs) with the County's service-providing agencies. These agreements define Local Services and partner roles and responsibilities; programs, services and facilities; King County policies, priorities and process improvements; performance tracking and monitoring by Community Service Area (CSA); communications; government relations, and shared interest in serving the CSAs of unincorporated King County. At the time of this Local Services Strategic Technology Plan, Local Services has agreements in place with the following four partner agencies: s:

- DES Regional Animal Services of King County
- DNRP Surface Water Management
- PHSKC Environmental Health Services
- DNRP Parks Division

Local Services engaged ProjectCorps, a Seattle-based consulting firm, to develop the Local Services Strategic Technology Plan. A summary of the project can be found in Appendix C.

## 3. Performance Measurement and Reporting Assessment

Local Services and its partner agencies support the residents and businesses of UKC by:

- Providing local services
- Conducting activities to advance the policies of King County
- Implementing capital improvement projects

The following describes how Local Services monitors and reports data surrounding these activities and how the agencies participate in that monitoring.

### 3.1. Services

King County agencies provide programs, services and facilities (products) in the unincorporated areas of the County. For each product provided, the responsible agency has defined one or more measures for tracking performance. The current products and corresponding performance measures for each agency

can be found in Appendix B. Most of the metrics are currently reported by each agency to Local Services as stipulated in each agency's SPA and published in the current Local Services Quarterly Report (see Appendix A: Local Services Quarterly Reporting Process Flow). As partnerships and reporting have been implemented, some of the metrics have evolved and/or new metrics have been added.

The current measures help agencies monitor and optimize operational efficiency and effectiveness. These critical, operationally-oriented measurements are not always translatable into measures that are meaningful to County residents and businesses. Further, satisfactory performance indicated by operational measures does not necessarily translate into satisfactory service levels from the perspective of residents and businesses of UKC. For example, measuring performance against budget, as in "how much were we able to accomplish with the amount of money we are able to allocate to this service", does not, by default, mean that residents and businesses are happy with that level of service.

The SPAs include the goal to report performance measures by Community Service Area (CSA). Not all partner agencies are currently able to meet this goal because they are not currently tracking and reporting service by CSA, unless CSA tracking is needed for operational management. For example, one agency has not historically tracked and reported services provided in UKC by CSA, although they have precise location data (e.g., street address) for their field activity. This geographic reporting has not been needed for managing an efficient operation.

### 3.2. Advancement of King County Policies

Agencies pursue a variety of activities to advance King County policies. Some of these agency activities are operational and can be measured – these are typically included in the Service Partnership Agreements. Those measured and reported to Local Services are included in the current Local Services Quarterly Reports. The Local Services communications team provides communications and outreach data to support improving community outreach and engagement.

### 3.3. Capital Projects

Capital project performance status is reported in the current Local Services Quarterly Reports and is coordinated and consistent with project/program delivery information provided to the Executive's Office of Performance Strategy and Budget (PSB).

The project status data reported varies from agency to agency and is largely based on project cost information, which is used as a surrogate for project delivery performance (e.g., percent budget spent can be used as a surrogate for project accomplishment). This reporting is not intended to duplicate or replace other County capital project management reporting. Reporting generally includes cost, schedule, location, and status information.

### 3.4. Future State

Local Services will monitor service delivery performance regularly. By applying Lean practices, the Department will refine and expand reporting to meet stakeholder needs, both internal and external, and reduce the time needed to produce a report. Internal County reporting will be targeted to help Local Services advocate for UKC and help agencies focus resources or improve or coordinate service delivery. Community-facing reporting will be tailored to provide meaningful service delivery performance data and a platform for agencies to increase community understanding of their services.

Reporting formats will be selected to meet stakeholder needs (e.g., dashboards, webpages, paper, open-source data, etc.), optimizing the use of existing County platforms where possible (e.g. kingcounty.gov, Localscape, etc.). Information will be translated in accordance with the Department's Language Access Plan.

Local Services will minimize the impact of regular reporting on agencies by developing data pipelines and applying County business intelligence tools to gather and analyze service delivery performance data directly.

Local Services will continue to:

- meet regularly with agencies to improve service delivery performance monitoring as community needs are identified, refining current measures and defining additional measures. Agency and Local Services responsibilities to support reporting will be determined collaboratively. SPAs will be updated to reflect improvements.
- partner with agencies to identify and explore opportunities to improve processes (e.g., data sharing and field work coordination) and apply technology (e.g., mobile) to increase the efficiency and effectiveness of service delivery.
- engage with the community through multiple channels and mechanisms to obtain input and feedback and to provide information including conducting regular townhalls, establishing a community network, targeting community outreach for specific current issues, conducting surveys, and providing a variety of access points for residents to communicate with the County.

Local Services will access and apply County demographic data in conjunction with GIS technology in order to apply an Equity and Social Justice lens to service delivery performance across UKC.

The projects in this strategic technology plan were defined to enable Local Services to move toward this future state.

## 4. Performance Data Assessment

To determine the data required to monitor delivery of local services, the existence of that data, and whether that data is available, ProjectCorps assessed the current measures and data used by the agencies, and, more broadly, considered possible measures of quantity and quality of services provided and the data that would be required.

### 4.1. Required Data

The assessment identified eleven types of data that encompass the entire range of data required to monitor the delivery of local services. The eleven data types are defined below. The exact meaning and usefulness of each data type depends on the specific measure considered. Note: depending on the specific service and measure, reporting of data types may be restricted as required to protect privacy and conform to data governance, HIPAA, and other legal restrictions.

**Quantity or output:** refers to of the number of transactions or activities. Examples are:

- Number of permits or licenses issued
- Number of inspections conducted; number of re-inspections required

- Number of animals taken in; number of animals adopted

**Target:** refers to established values for measurement comparison. Examples are:

- Total number of inspections planned to be completed in 3rd quarter
- Percentage of permit applications expected to be reviewed within 2 weeks
- Miles of pavement to be repaved in a set timeframe

**Date:** refers to time stamps on transactions. Examples are:

- Date of application
- Date permit issued
- Date of inspection

**Customer:** refers to the identity of an individual or entity associated with the transaction. This data type may not be appropriate to report individually, depending on the service, to protect privacy and conform to data governance, HIPAA, and other legal restrictions. Examples are:

- Name of permit applicant or entity
- Name of licensee
- Name of animal adopter

**Location:** refers to the place where the activity occurred or that is associated with the customer. This data type may not be appropriate to report individually, depending on the service, to protect privacy and conform to data governance, HIPAA, and other legal restrictions. Examples are:

- Street address of permitted work
- Street address of licensed business
- Site of road repair

**Cost:** refers to cost data associated with the transaction or transaction type. Examples are:

- External fee charged to conduct an inspection
- Internal agency cost associated with conducting inspections

**Duration:** refers to length of time associated with a transaction that is not an event. Examples include:

- Number of days to complete a design review
- The length of time an animal is kenneled

**Response time:** refers to the length of time to respond to a trigger event. Examples include:

- Time to issue permit after application is received
- Time to respond to a complaint

**Penetration:** refers to degree of coverage achieved for an activity. Examples include:

- Percentage of annual inspections performed compared to number required
- The percentage of property remodels or additions for which permits were pulled

**Awareness:** refers to the degree to which the subject population is aware of an available or required service. Examples include:

- Percent of property owners who know that improvements require permits

- Percent of individuals who know they can reserve picnic areas in parks

**Satisfaction:** refers to customer satisfaction with services provided. Examples include:

- Response time to requests for permits for property improvements
- Lead time required to reserve park space for an event
- Response time after snowfall to treat a roadway with sand/salt

## 4.2. Existence and Availability of Required Data

In Appendix B, the existence and availability of the data required for each agency’s performance measures is indicated by availability categories. These categories include:

**Have and Use:** Represents data required, available, and used for the current measure.

**Have, but Don’t Use:** Represents the availability of data, presenting possible opportunities to enhance the measurement of the service delivery performance of the corresponding products.

**Don’t Have:** Represents the lack of availability of data, possibly constraining the ability to enhance the measurement of the service delivery performance of the corresponding products.

Across the agencies, quantity/output, date, customer, and location data are generally available for service transactions. Target data exist for some metrics. Cost, duration, and response time data are sometimes available. Customer population-related data, e.g., penetration, awareness, and satisfaction data, are generally not collected and are not available.

## 5. Agency Technology Assessment

The following sections describe the relevant technology systems employed by each agency to support local services delivery and where the agency’s data is stored, providing the basis to assess the technology’s ability to provide the data needed by the monitoring agency to monitor service delivery. The use of a core enterprise system or a suite of smaller applications (the application architecture), the database management system used, and the degree of centralization of data storage are specified. Future system plans that could affect available data are described. A table shows the location of each type of key performance and monitoring data.

### 5.1.1 Parks

**Application Architecture:** No enterprise application.

Park does not have a core enterprise business application but this functionality is emerging through the expansion of Lucy for both work order management and asset management. Parks uses a variety of tools (e.g., Excel) and manual processes to support its business operations. Parks also accesses the GIS enterprise warehouse.

**Data Repository:**

Parks does not have a centralized repository. Data resides in a variety of software programs and files in a variety of locations. Not all repositories are generally accessible.

**DBMS:** Not centralized

**System Plans:**

Parks is continuing to develop and implement Lucy for enterprise asset management and work order management functionality. Parks is currently using Perfectmind for active recreation scheduling, facility booking, and accounts receivable functionality, with plans to replace this software as a service (SAAS) by end of 2020.

SYSTEM / REPOSITORY	DATA
Lucy	Work order maintenance data Asset management data (beginning in 2018/19)
Unifier	Capital Project Management (project delivery) data (Unifier system is shared with the Facilities Management Division) (project delivery)
Perfectmind	Scheduling data for active recreation facilities, accounts receivable, and point of sale
KCIT GIS enterprise warehouse	KCIT GIS data
Excel Spreadsheets	Open Space Inventory data Capital Projects Tracking (financial) data Volunteer Event Tracking data Tree Planting Inventory data
Manual	Noxious Weeds/Flora Management data

### 5.1.2 On-site Sewerage systems (OSS) and Plumbing & Gas Piping (PGP)

Application Architecture: Enterprise application with ancillary systems

Environmental Health Services (EHS) uses Envision Connect, an Environmental Health commercial off the shelf (COTS) solution, as its core enterprise business application. The EHS Envision Connect implementation required customization to support PGP functionality. EHS accesses [OnlineRME](#), an independent vendor for maintenance data, which is uploaded via the Portal nightly. EHS would like to access scanned document information, currently in iLinx, via links in Envision Connect. Also, Envision Connect has mapping capability that has not been used at this point, and EHS would like to start to use this functionality.

EHS uses a third party online portal services to accept PGP permit and On-Site site design applications, and to provide application status information. The PGP program uses an Interactive Voice Response (IVR) system to accept inspection schedule and cancellation requests from applicants, and provide application status information. Note that only the OSS program in EHS uses OnlineRME. EHS also accesses the GIS enterprise warehouse.

Data Repository: Centralized with some supporting stores

The Envision Connect application database contains most EHS operational data. The planned Accela application database will contain most EHS operational data.

DBMS: SQL Server (both Envision Connect and Accela)

System Plans:

EHS plans to replace Envision Connect with the Accela product. Accela is the product used by Local Services Permitting as its enterprise solution. Accela’s stated product plan is to incorporate Environmental functionality into their core product over the next 2 years. Replacement is targeted to follow in 2+ years.

SYSTEM / REPOSITORY	DATA
Envision Connect (Accela)	Permit data (i.e. site applications, install permits, repair proposals, reviews, invoicing) OSS Inspection data (i.e. Property transfers, maintenance inspections, reviews) Complaints and Enforcements data (OSS failures, Other complaints, collect Civil Penalties, Liens, invoicing) Dailies (time coding for activities, phone calls, site visits, etc.) Professional licenses (Installer, Maintainer, etc.) Vehicle inspections (Pump trucks) Subdivision request data Boundary line adjustment data Well source site application data Group B – Public Well data Mapping within Envision Connect (expected in the near future)
OnlineRME	Independent vendor (Collects OSS inspection data for Property transfer and maintenance inspections, pumping of tanks, etc.)
Portal	Independent web-based vendor (facilitates uploads of maintenance inspection data from Online RME to Envision Connect) Fee collection which then populates the data into Envision Connect
iLinx	Scanned document repository (e.g., scanned records, to replace microfiche records)
Network drives	General, non-transactional documents (e.g., forms and handouts)

SharePoint	Plan is to move Network drive data here (ongoing)
KCIT GIS enterprise warehouse	KCIT GIS data (Location data, Look-up for parcel and address data using link in Envision Connect)
iMap, Parcel Viewer	Online GIS mapping solution for parcel-based locations and parcel related data, ownership, etc.

### 5.1.3 Stormwater Services (SWS)

Application Architecture: Enterprise application with ancillary systems

SWS is in the process of completing the implementation of Cityworks, a leading commercial off the shelf (COTS) public asset management system, as its enterprise business application. Local Services Road Services currently uses the Cityworks product. SWS also accesses the GIS enterprise warehouse.

Data Repository: Centralized

The Cityworks application database will contain all SWS operational data.

DBMS: SQL Server

System Plans:

Completion of Cityworks implementation is targeted for the beginning of 2020. Implementation requires customization to provide facilities management functionality.

SYSTEM / REPOSITORY	DATA
Cityworks	Inspections data Investigations data Engineering review data Public service request data Fee rate adjustment request data
PRISM	Capital project data
Accela (Permitting)	SWDM requirements and variance data
SharePoint	NPDES compliance data SWDM requirements and variance supporting data (MS Word) Public education and outreach supporting data
KCGIS enterprise warehouse	KCGIS data
Excel Spreadsheets and Calendar	Public education and outreach program data

### 5.1.4 Regional Animal Services (RASKC)

Application Architecture: Enterprise application with ancillary systems and data stores

RASKC uses Chameleon, a leading commercial off the shelf (COTS) animal shelter case management system, as its core enterprise business application.

Data Repository: Centralized

The Chameleon application database contains all RASKC operational data.

DBMS: SQL Server

System Plans: RASKC has no current planned system projects.

SYSTEM / REPOSITORY	DATA
Chameleon	Field calls Shelter intakes and dispositions Pet license sales
KCGIS enterprise warehouse	KCGIS data

### 5.1.5 Road Services

Application Architecture: Enterprise application with ancillary systems and data stores

Roads uses Cityworks (named Roadworks in Road Services), a leading commercial off the shelf (COTS) public asset management system, as its enterprise business application. Roads has a number of other applications to support operations, e.g., AVL (automatic vehicle location), Bridgeworks (tracking bridge condition and maintenance data), Mobile (tracking roadway asset conditions), MyCommute (public-facing online map showing road closures and other pertinent information), and Roads CIP DB (tracking capital projects). Roads also accesses the GIS enterprise warehouse.

Data Repository: Centralized

DBMS: SQL Server (Cityworks and Mobile)

System Plans:

- Cityworks integration with AVL (2019-2020)
- Mobility replacement (2020-2021)
- Roads CIP DB replacement (2019-2020)

SYSTEM / REPOSITORY	DATA
Roadworks	Service requests data Work history data Inspections data
KCGIS enterprise warehouse	GIS data including asset inventory Reference layers (i.e., pavement condition rating, arterial classification, snow routes)
AVL	Vehicle location data

	Note: Current Roads fleet AVL focus is building out AVL on snow and ice vehicles. AVL will be incorporated into other Roads fleet vehicles as they reach their normal maintenance cycle.
Bridgeworks (WSDOT maintained Access database that accounts for publicly owned bridges within Washington State. Bridgeworks is not part of Roadworks.)	Bridge inspection and other bridge data: Bridge condition Inspection details Report content
Roads CIP Access Database	Capital project data
Oracle/BI Insights	System of record for all financial transactions, budget and actual, revenue and expenditure.
MMS	Budget and resource allocation planning data
PeopleSoft	Production units of work history data
Excel spreadsheets	A variety of programs and activities within Roads maintains Excel files to track data, such as: Grant program data Pavement resurfacing planned vs actuals data Countywide programmatic activity locations data Bridge inspection planned vs actual inspections data Transportation Needs Report lists

### 5.1.6 Permitting

Application Architecture: Enterprise application with ancillary systems and data stores

Permitting uses Accela, a leading permitting commercial off the shelf (COTS) product, as its core enterprise business application; it is the system of record for permits, inspections, code violations, and business licenses. The SAAS solution is hosted by Accela with an Oracle database. Permitting uses MyBuildingPermit.com regional permitting portal and the Accela Citizen Access portal to support a customer-facing, online permitting process. Permitting accesses the KCIT GIS enterprise warehouse for GIS data. Transactional supporting files (e.g., files associated with a specific permit number) are stored on network drives. SharePoint is used as the document repository for general, non-transactional documents (e.g., forms and handouts).

Data Repository: Centralized

DBMS: Oracle (planned to move to SQL Server)

System Plans:

Permitting is currently investigating a vendor-performed system migration, which will include conversion to a SQL Server database and a migration to the new Accela Azure hosted environment. The target for the migration is early 2020.

SYSTEM / REPOSITORY	DATA
Accela	Permit data (i.e., application, review, ready-to-issue, invoicing) Inspection data (inspection types, dates, results) Code violation data (complaints, reviews, dispositions) Business license data (applications, invoices)
KCGIS enterprise warehouse	KC GIS data
Customer Activity Tracking System (CATS)	Permit Center customer intake and scheduling data
Network drives	Transactional supporting files (e.g., files associated with a specific permit number)
SharePoint Library	General, non-transactional documents (e.g., forms and handouts)
SharePoint	Permitting Call Log

### 5.1.7 Local Services Director's Office

Application Architecture: Enterprise applications.

The Local Services-Director's Office (DO) uses various County enterprise software to compile data and create reports, such as: ArcGIS Pro, Power BI, and Python. The Director's Office also has direct access to Cityworks for Road Services Division data. The Communications Team of the DO uses Excel spreadsheets to track community engagement data.

Data Repository: Centralized

Data that is aggregated from across different sources is stored locally on the Service Partnership Manager's computer and in the Local Services-DO SharePoint site. Communications data is maintained on the Local Services-DO SharePoint site.

DBMS: None, N/A

System Plans:

Pending completion of Local Services Strategic Technology Plan.

SYSTEM / REPOSITORY	DATA
One-Drive/SharePoint	Aggregated King County Data Outreach program spreadsheets
KCGIS enterprise warehouse	KCGIS data
Excel Spreadsheets and Calendar	Outreach program data

## 6. Local Services Strategic Plan Projects and Initiatives

This section identifies projects and initiatives that could be executed by Local Services over the upcoming five-year period to fulfill its mission and achieve its objectives. The following ten projects are divided into seven technology projects and three process projects. The technology projects establish the Local Services technical foundation and leverage available technology to improve local services delivery and community outreach. The process projects will improve Local Services' ability to monitor and improve agency efficiency and effectiveness in delivering local services.

### Technology Projects and Initiatives

#### 6.1 Implement Geographic Presentation of Data

**Rationale:** A geographic presentation of relevant data is currently provided by some agencies to residents of UKC (e.g., Road Services presents road conditions and projects affecting traffic in MyCommute and Permitting presents permits in your area through Localscape). A geographic, targeted view is accessible and is a valuable channel of communication with residents. Localscape offers Local Services an established platform for presenting data geographically.

**Project Task Description:**

1. Identify service delivery performance data geographic presentation
2. Aggregate data suitable for presentation
3. Identify performance area for a pilot
4. Define and design presentation tab
5. Implement Localscape pilot
6. Expand program based on results

#### 6.2 Leverage Kingcounty.gov Refresh

**Rationale:** KCIT is leading an effort to redesign the County's web presence in partnership with every County agency. The current kingcounty.gov site largely reflects the County organizational chart. As a result, customers need to know what services each department offers in order to efficiently navigate the site. The new kingcounty.gov site will increase the number of services provided online and will be more functionally organized, rather than organizationally organized, making it more accessible and useful to residents and businesses. The new kingcounty.gov also will offer Local Services and the agencies improved opportunities to communicate with customers. KCIT should engage Local Services with the refresh project to provide input to help increase the value to UKC customers and to better understand how agencies and Local Services will be able to use this new asset.

**Project Task Description:**

1. Engage with Kingcounty.gov project leadership as a stakeholder
  - a. Provide requirements and input to maximize value to UKC constituents
  - b. Understand how kingcounty.gov will add value to UKC constituents in accessing services and information and to Local Services in communicating with UKC constituents

2. Identify opportunities as implemented
3. Develop mechanisms to leverage other opportunities in Kingcounty.gov Refresh

### 6.3 Improve Agency Coordination

**Rationale:** Agencies tend to operate autonomously, yet agency field projects and activities may affect other agencies (e.g., Plumbing and Gas Piping inspections and Local Services Permitting; OSS Permitting and Public Health). Some planned projects and activities include intentional coordination between agencies; others are planned independently. To deepen inter-agency collaboration and enhance agency coordination, efficiency, effectiveness, and service delivery for UKC, Local Services could collaborate with agencies to identify opportunities to improve coordination (e.g., from impact from incidents of non-coordination) and define a cost-effective coordination process.

Since the opportunity for coordination depends on proximity of the field activities, available GIS software and KCGIS mapping layers can be used to help identify opportunities. SharePoint could be used to support a shared, cross-agency view of candidate opportunities.

If a “point-to-point” process is determined, Local Services could monitor the effectiveness of the process. If a centralized process is determined, Local Services could facilitate the development process.

#### Project Task Description:

1. Consult with each agency regarding:
  - a. Other agencies affecting or affected by agency field activities (i.e., service delivery activity, CIP projects, and community outreach).
  - b. Current coordination effectiveness and possible improvements
    - i. Point-to-point improvements
    - ii. Cross-agency process models
2. Facilitate cross-agency consensus regarding point-to-point vs. cross-agency process model
3. Establish Local Services monitoring mechanism over point-to-point coordination (e.g., regular comparison and coordination of work plans)
4. If accepted, facilitate implementation of cross-agency coordination process and attendant technology

### 6.4 Enhance Agency Data Sharing

**Rationale:** Some related and overlapping data is currently stored separately by the agencies; this presents an opportunity to improve agency efficiency, effectiveness, and service delivery. Individual agency-level datasets may not all be complete and thus fully accurate and some agencies maintain redundant or overlapping customer, asset, and resource data (e.g., stream, lake, and wetland data; engineering drawings and plans).

A resident interacts with multiple agencies and each keeps customer information about that resident. Multiple agencies maintain libraries of engineering drawings. Multiple agencies conduct inspections at business sites and might benefit from visibility to a complete inspection history. Capital project information is not consistent across agencies. Some agencies use county developed capital program

management systems like PRISM and some maintain their own capital project databases, while the Capital Project Management Work Group continues to work to develop capital project management standards and tools. Recent and ongoing PSB efforts to introduce consistency in capital project reporting will also help in this area. A central repository of customer contact or interaction data is not consistently maintained as a common source of customer information across agencies.

While some data is sensitive (e.g., HIPAA data), and should never be shared without appropriate procedures, non-sensitive customer information is not regularly shared between agencies. To expand sharing of common datasets, Local Services could collaborate with agencies to identify high-value opportunities to consolidate, standardize, and share related data and datasets, while ensuring data sharing opportunities conform to County data governance rules.

Business intelligence/decision support technology available in the County can be used to directly access structured data in partner agency databases. Access to unstructured data (e.g., engineering drawings, pictures, Word documents, PDFs or videos) will require the granting of access permission to the appropriate systems.

#### Project Description:

1. Work with PSB, KCIT, CPMWG and others to identify existing monitoring work groups who currently integrate different data sets
2. With each agency, identify and evaluate opportunities to share data with other agencies to improve efficiency and effectiveness
3. Identify cost-effective candidate data sets
4. Facilitate consensus across agencies on
  - a. Data sets to share
  - b. Mechanisms / locations
  - c. Implementation plan
5. Support any required justification and funding
6. Monitor implementation of data sharing enhancements

### 6.5 Implement Direct Measurement of Customer Satisfaction

**Rationale:** Data regarding customer satisfaction with services delivered is not consistently and systematically collected by all agencies, nor tracked in a manner to support ongoing customer satisfaction analysis.

To improve customer satisfaction reporting, the new customer-focused measures could include direct measures of customer satisfaction. Local Services should support the PSB initiative to support King County Departments in identifying opportunities to improve collection of customer satisfaction data and develop a customer satisfaction sampling strategy based on customer feedback and service metrics performance. The Customer Experience Measurement System initiative was launched in 2019. This sampling strategy could include collecting customer demographic attribute data to enable more effective monitoring of customer satisfaction across different populations to support the County's commitment to equity and social justice. Customer satisfaction data can be collected in several different ways: survey kiosks, online surveys, sampling, and passive collection (proactive submission of input by customers), etc.

#### Project Task Description:

1. With each agency:
  - a. Support each agency's participation in PSB's Customer Experience Measurement System initiative
2. Conduct Local Services outreach to identify:
  - a. Service delivery concerns
  - b. Desired information
3. Collaborate with PSB and agencies to identify additional customer satisfaction measures and required data if needed.
4. Work with PSB to develop ongoing Local Services customer satisfaction outreach strategy and process.
  - a. Channels
  - b. Sampling
  - c. Coverage
  - d. Logistics
5. Determine location for storing customer satisfaction data.
6. Define public reporting.
7. Define and develop public reporting channels and mechanisms.

### 6.6 Implement Customer-Focused Local Services Delivery Performance Measures

**Rationale:** The current agency metrics are not always readily translatable into measures of service that are meaningful to County residents and businesses, and satisfactory performance against operational measures does not necessarily translate into satisfactory service-levels from the perspective of residents and businesses of UKC. For example, many measures are reporting in "number of occurrences". This number shows how much was accomplished, but doesn't inform residents whether the actual demand was met.

To improve data collection and reporting, and improve service delivery monitoring, Local Services will need to reach out to the community and collaborate with the partner agencies to define additional service delivery measures that specifically target constituent areas of interest, and are expressed in terms that are meaningful to the constituents. These new customer-focused measures should include customer satisfaction with delivered services.

#### Project Task Description:

1. Conduct public outreach to identify:
  - a. Service delivery concerns
  - b. Desired information
2. With each agency:
  - a. Review current service delivery performance measures
  - b. Identify new service delivery performance measures, as appropriate
  - c. Determine required data, data existence and availability

- d. Determine who will report new measures

## Process Projects and Initiatives

### 6.7 Establish GIS Reporting Capability within Local Services

**Rationale:** The ability to assess service delivery performance is limited by the level of location data granularity. The SPAs include the goal to report performance measures by CSA. Not all partner agencies are currently able to meet this goal and Local Services expects a more granular geographic breakout of UKC to be needed to fully monitor and assess the delivery of comparable services in different parts of UKC. For example, some CSAs are made up of multiple census tracts with very different population profiles, therefore some services will need to be reported by census tract or grouped census tracts to support equity impact reporting.

Some partner agencies collect and store location data at a greater level of granularity than they report. For those agencies, Local Services could access granular location data and use available GIS software, and KCGIS mapping layers and support, to map service delivery data at a more granular level than CSA.

#### Project Task Description:

1. Identify and designate internal resources (completed)
2. Identify and obtain needed software (ArcGIS Pro) (completed)
3. Identify and obtain needed training. (completed)
4. Identify measures for which greater or different location granularity of reporting is required
5. Obtain access to County GIS mapping layers
6. Collaborate with agencies to obtain access to agency location and measures data

### 6.8 Leverage Existing Business Analytics Tools and Platforms to Access Agency Data

**Rationale:** Local Services works in collaboration with partner agencies and service providers to identify improvements to service delivery monitoring, however, Local Services is dependent on agencies' ability to make these changes and other Local Services data requests part of their standard work. Agencies are supportive of Local Services and its mission, but may have limited time and resources to conduct additional data gathering and analysis activities. It may not be feasible to respond to Local Services' requests in a timely manner due to agency operational demands and agency reporting required by Federal, State, and local agencies.

Collaborative improvements and other requests for changes to agency reporting (e.g., additional performance measures) may compete with other operational and reporting priorities for limited agency resources. Implementing changes to agency reporting may result in unplanned work and possible delays due to agency resource constraints and priorities. Local Services' requests for different metrics or reporting may require additional agency resources.

Local Services does not currently have direct access to agency data to perform independent analytics or reporting, however, most partner agencies' data is readily accessible from the databases of the core

enterprise applications supporting their work. Lack of direct access to data decreases Local Services' efficiency in conducting analysis of existing data.

Business intelligence/decision support technology available in the County (Microsoft's Power BI) can be used by Local Services to directly access data in partner agency databases for analysis and reporting. Local Services should collaborate with the partner agencies to ensure that all requested access comply with data governance rules in place.

If the need for analysis or preparation of agency data for use in measures exceeds the capabilities of Power BI, Local Services would work with KCIT to design the most cost-effective solution, consistent with County technology direction and attendant standards.

#### Project Task Description:

Local Services has Power BI, the County's BI technology, and where feasible and allowable, will use it to directly access data in partner agency databases for analysis and reporting, and for any new reporting defined by Local Services. Local Services will collaborate with the partner agencies to ensure that all requested access comply with data governance rules in place.

For each new Local Services service delivery performance measure defined, including new measures defined in the Customer-Focused Local Services Delivery Performance Measures project:

1. Define, configure, and apply Power BI to agency data to create and report measures (see Customer-Facing Local Services Delivery Performance Measures project)
2. Develop reporting for new service delivery performance measures

## 6.9 Implement Local Services Customer Relationship Management (CRM)

**Rationale:** Direct communications with residents of UKC is necessary for Local Services to fulfill its goals. CSA representatives spend several hours each week in their assigned CSAs, available to provide assistance to residents and help them navigate the County for services. A variety of mechanisms have been employed to raise awareness of the availability of this channel for residents of UKC to communicate with the County. Currently, CSA staff maintain contact information in Excel spreadsheets.

Local Services could implement a CRM system to establish a database of contacts and contact information to facilitate Local Services communications with UKC communities, and as a tracking mechanism for capturing and tracking resident requests to reliably and promptly resolve issues. It can also be used for marketing, surveying, and directed/targeted communications surrounding specific issues, efforts, and to track other data (e.g., business vs. individuals, membership in organizations, expressed interest in certain topics).

CRM technology available in the County (MS Dynamics) can be used by Local Services to establish and maintain a database of resident contact information and contact events, and as a log for tracking resident requests requiring action.

#### Project Task Description:

1. Implement an instance of MS Dynamics (completed)
2. Establish procedures for capturing and maintaining contact information in the system

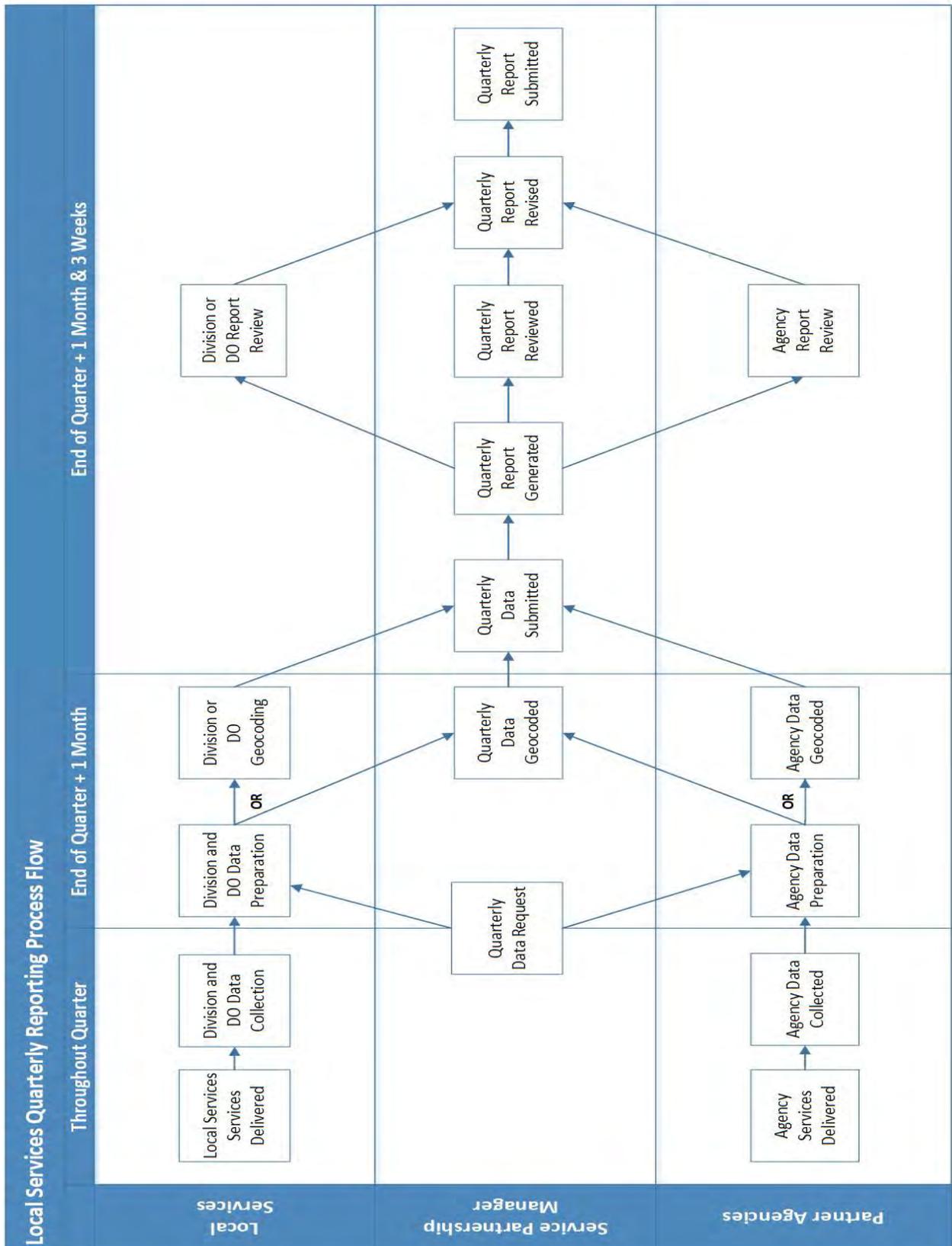
3. Establish procedures for tracking responses and resolution of requests and issues raised by residents
4. Assign resources and define accountabilities
5. Load existing contact information from current sources

## 7. Timeline and Project Requirements

ID	PROJECTS AND INITIATIVES	2020				2021				2022				2023				2024			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Project 1	Implement Geographic Presentation of Data													ongoing							
Project 2	Leverage Kingcounty.gov Refresh																				
Project 3	Expand Agency Coordination									ongoing											
Project 4	Expand Agency Data Sharing									ongoing											
Project 5-6	Implement Direct Measurement of Customer Satisfaction and Customer-																				
	PROCESS PROJECTS/INITIATIVES																				
Process 7	Leverage Existing Business Analytics Tools and Platforms to Access Agency Data																				
Process 8	Establish GIS Reporting Capability within Local Services	Complete																			
Process 9	Implement Local Services Customer Relationship Management (CRM)					ongoing															

ID	PROJECTS AND INITIATIVES	HARDWARE/SOFTWARE	RESOURCES NEEDED	ESTIMATED COST	SCHEDULE	DEPENDENCIES
	<u>TECHNOLOGY PROJECTS/INITIATIVES</u>					
Project 1	Implement Geographic Presentation of Data	Migrate data to Localscape platform	Programming support from KCIT or vendor	Pilot - \$15,000 Licenses - \$20,000/year Ongoing - TBD	Pilot Start: 1/1/21 Finish: 7/31/21	Partner agencies, Assessor (owner of Localscape), KCIT, vendor
Project 2	Leverage Kingcounty.gov Refresh	None for Local Services needed	Existing KCIT and County resources	No additional costs	Start: 10/1/19 Finish: 6/30/21	KCIT, partner agencies
Project 3	Expand Agency Coordination	KCGIS software and mapping layers  SharePoint	KCIT existing staff  Local Services	\$26,000 - \$52,000 KCIT support based on 160-320 hours @ \$163/hr	Start: 10/1/20 Finish: 9/30/21 ongoing activity	KCIT, partner agencies
Project 4	Expand Agency Data Sharing	TBD. Existing County enterprise systems or already planned agency improvements	Local Services dedicated staff	Local Services to review following Council input and as part of 2021-22 budget development process	Start: 4/1/20 Finish: 12/31/20 ongoing activity	KCIT, partner agencies
Project 5-6	Implement Direct Measurement of Customer Satisfaction and Customer-Focused Service Delivery Performance Measures	Commercially available survey kiosks and/or surveying software  Existing County hardware/software	Local Services dedicated staff  Existing staff	\$750 - \$2,500 annually for online surveys. Kiosk costs TBD  Local Services to review following Council input and as part of 2021-22 budget development process	Start: 1/1/20 Finish: 12/31/20	PSB, partner agencies
	<u>PROCESS PROJECTS/INITIATIVES</u>					
Process 7	Establish GIS Reporting Capability within Local Services	Existing county GIS software and databases	Local Services dedicated staff	Local Services to review following Council input and as part of 2021-22 budget development process	Start: 10/1/19 Finish: 12/31/19	KCGIS
Process 8	Leverage Existing Business Analytics Tools and Platforms to Access Agency Data	Existing county access to Microsoft Power BI software	Local Services dedicated staff	Local Services to review following Council input and as part of 2021-22 budget development process	Start: 4/1/20 Finish: 4/1/21	Partner Agencies
Process 9	Implement Local Services Customer Relationship Management (CRM)	Need annual licenses for Microsoft Dynamics software	Existing staff to support	\$22,000 annual license fee	Start: 10/1/19 Finish: 10/2/20 ongoing activity	Partner agencies, Executive Office

# Appendix A: Local Services Quarterly Reporting Process Flow



## Appendix B: Product Catalog, Required Data, and Availability

This section presents the data required by the agencies to track and report performance of their delivery of services and availability of that data across the eleven defined data types (see section 4.1), developed in conjunction with each agency.

The tables indicate the existence of the required data for each agency’s performance measures. This information informs Local Services of the data, by data type, from each agency. Together with the technology assessments in Section 5, Local Services can assess the availability of the data, based on each agency’s technology platform.

### DNRP Parks

#### Measure/Metric

##### Local Passive Parks

Total Passive Park Acreage

Park Acquisition - new park land acquired

##### Local Active Parks

Park Acquisition - new park land acquired

##### Recreational Services

White Center Teen Program Hours

Number of Volunteers

Volunteer Hours

##### Flora Management

Noxious Weeds (controlled acreage)

Noxious Weeds (prevented acreage)

Trees Planted

Measure/Metric	DATA AVAILABILITY CATEGORIES				DATA TYPES										
	Have & use	have, but don't use	Don't have	Not Applicable	Quantity	Targets	Date	Customers	Location	Cost	Duration	Response Time	Penetration	Awareness	Satisfaction
Total Passive Park Acreage	G	G	G	G	G	G	G	G	G	N	G	N	O	N	
Park Acquisition - new park land acquired	G	G	G	G	G	G	G	G	G	N	G	N	O	N	
Park Acquisition - new park land acquired	G	G	G	G	G	G	G	G	G	N	G	N	O	N	
White Center Teen Program Hours	G	G	G	G	y	G	G	G	G	N	N	N	G	G	
Number of Volunteers	G	G	G	G	G	G	G	G	G	N	N	N	G	O	
Volunteer Hours	G	G	G	G	G	G	G	G	G	N	N	n	G	O	
Noxious Weeds (controlled acreage)	G	G	G	G	G	G	G	G	G	N	G	N	N	G	
Noxious Weeds (prevented acreage)	G	G	G	G	G	G	G	G	G	N	G	N	N	G	
Trees Planted	G	G	G	G	G	G	G	G	G	G	O	G	G	G	

## DPH - EHS On-site Sewage Systems (OSS) & Plumbing & Gas Piping (PGP)

### Measure/Metric

#### Onsite Sewage System (OSS)

##### Permits

OSS Design Applications

OSS Installation Permits

Remodel/New use Proposal OSS Reviews

Subdivisions

Surfacing sewage investigations

Technical customer consultations

##### OSS Operation and Maintenance

Time of Sale inspections

Regular Inspection

Certification of OSS professionals

Truck inspections

Technical customer consultations

#### Plumbing and Gas Piping Inspection

##### Plan Reviews

Residential Buildings

Commercial Buildings

Other

##### Inspections

Residential Buildings

Commercial Buildings

Other

DATA AVAILABILITY CATEGORIES										
Have & use			have, but don't use			Don't have		Not Applicable		
DATA TYPES										
Quantity	Targets	Date	Customer	Location	Cost	Duration	Response Time	Penetration	Awareness	Satisfaction

G	G	G	G	G	G	Y	Y	Y	O	O
G	G	G	G	G	G	Y	Y	N	O	O
G	G	G	G	G	G	Y	Y	N	O	O
G	O	G	G	G	G	Y	Y	N	O	O
G	G	G	G	G	G	Y	g	N	O	O
G	G	G	G	G	G	Y	O	N	O	O

G	O	G	G	G	G	Y	Y	O	O	O
G	O	G	G	G	G	Y	Y	O	O	O
G	O	G	G	G	G	Y	Y	N	O	O
G	O	G	G	N	G	Y	O	N	O	O
O	O	O	O	O	O	O	O	N	O	O

G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O

G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O

# DNRP WLRD Stormwater Services (SWS)

DATA AVAILABILITY CATEGORIES	Have & use	have, but don't use	Don't have	Not Applicable
------------------------------	------------	---------------------	------------	----------------

DATA TYPES										
Quantity	Targets	Date	Customer	Location	Cost	Duration	Response Time	Penetration	Awareness	Satisfaction

**Measure/Metric**

**Inspection & Maintenance of Existing Facilities**

Inspections (Maintained by SWS)

Inspections (Commercial Facilities)

Mapping of KC Conveyance System (Miles)

G-Q	G-Q	G-Q	N	G-Q	G	N	G	N	N	N
G-Q	G-Q	G-Q	G-Q	G-Q	G	N	G	N	N	N
G-Q	G-Q	G	G	G	Y	N	N	N	N	N

**Pollution Prevention**

Business Inspections (#)

Conveyance System Inspected (Miles)

Elimination of Conveyance Pollution (% of Detected)

Sampling, Watersheds (# of samples taken)

Detection of pollutant sources, Watersheds (#)

Elimination of pollutant sources, Watersheds (% of Detected)

Investigations of Reported Water Quality Problems

Water Quality Response Time (% of quicker than 24-hrs)

Public Education and Outreach: Campaigns

Public Education and Outreach: Events

Public Education and Outreach: Discreet Subjects

Public Education and Outreach: Audiences Targeted

G-Q	G-A	G	G	G	R	N	N	Y	R	R
G-Q	G-Q	G	G	G	Y	N	N	N	N	N
G-Q	G-Q	G	G	G	Y	N	N	N	N	N
G-Q	G-Q	G	G	G	Y	N	N	N	N	N
G-Q	G-Q	G	G	G	Y	N	N	N	N	N
N	N	N	N	N	N	N	N	N	N	N
G-Q	G-A	G	G	G	R	N	R	N	N	N
R	G	N	N	N	N	N	N	N	N	N
G-Q	G-Q	G-Q	G-Q	N	N	N	N	N	N	N
G-Q	G-Q	G-Q	G-Q	N	N	N	N	N	N	N
G-Q	G-Q	G-Q	G-Q	N	N	N	N	N	N	N

**Technical Assistance**

Drainage Problems: Number Investigated

Drainage Problems: Engineering Reviews

Drainage Problems: (% with 3-day response time or better)

SWM Fee Rate Adjustment Requests: Re-Measures

SWM Fee Rate Adjustment Requests: Discount Requests

SWM Fee Rate Adjustment Requests: (% within 3-day response)

SWDM Requirements & Variances: Responses to User Questions (#)

SWDM Requirements & Variances: Consultations with Permit Reviewers

SWDM Requirements and Variances: Variance Consultations

SWDM Requirements and Variances: (% within 2-day response)

Assistance with NPDES Permit Compliance: Quarterly Coordination with Agencies

NPDES Permit Compliance: Annual SWMP Plan

NPDES Permit Compliance: Annual Report to Ecology

NPDES Permit Compliance (%)

G-Q	G-Q	G	G	G	G	G	N	N	N	N
G-Q	G-Q	G	G	G	G	G	N	N	N	N
O	O	O	O	O	O	O	O	O	O	O
G-Q	G-Q	G	G	G	G	G	G	O	O	O
G-Q	G-Q	G	G	G	G	G	G	O	O	O
G	G	G	G	G	G	G	G	O	O	O
G-Q	G-Q	G	G	N	N	Y	O	N	N	N
G-Q	G-Q	G	G	N	N	Y	O	N	N	N
G-Q	G-Q	G	G	N	N	Y	O	N	N	N
O	O	O	O	O	O	O	O	N	N	N
G	G-Q	G-Q	G	G	O	G	N	N	N	N
G-A	G-A	G-A	G	G	G	G-A	N	O	O	O
G-A	G-A	G-A	G	G	G	G-A	N	O	O	O
G	G	G	G	G	G	G	G	G	G	G

Legend G-A Annual data G-Q Quarterly data

## DPH - EHS On-site Sewage Systems (OSS) & Plumbing & Gas Piping (PGP)

### Measure/Metric

#### Onsite Sewage System (OSS)

##### Permits

OSS Design Applications

OSS Installation Permits

Remodel/New use Proposal OSS Reviews

Subdivisions

Surfacing sewage investigations

Technical customer consultations

##### OSS Operation and Maintenance

Time of Sale inspections

Regular Inspection

Certification of OSS professionals

Truck inspections

Technical customer consultations

#### Plumbing and Gas Piping Inspection

##### Plan Reviews

Residential Buildings

Commercial Buildings

Other

##### Inspections

Residential Buildings

Commercial Buildings

Other

DATA AVAILABILITY CATEGORIES										
Have & use			have, but don't use			Don't have		Not Applicable		
DATA TYPES										
Quantity	Targets	Date	Customer	Location	Cost	Duration	Response Time	Penetration	Awareness	Satisfaction

G	G	G	G	G	G	Y	Y	Y	O	O
G	G	G	G	G	G	Y	Y	N	O	O
G	G	G	G	G	G	Y	Y	N	O	O
G	O	G	G	G	G	Y	Y	N	O	O
G	G	G	G	G	G	Y	g	N	O	O
G	G	G	G	G	G	Y	O	N	O	O

G	O	G	G	G	G	Y	Y	O	O	O
G	O	G	G	G	G	Y	Y	O	O	O
G	O	G	G	G	G	Y	Y	N	O	O
G	O	G	G	N	G	Y	O	N	O	O
O	O	O	O	O	O	O	O	N	O	O

G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O

G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O
G	G	G	Y	Y	Y	G	G	O	O	O

# Regional Animal Services of King County (RASKC)

## Measure/Metric

### Intakes

- Number of animals taken into King County's custody (Intakes)
- Average Length of stay, dog and cat, in days (by outcome date)
- Number of animals redeemed by their owners
- Number of animals adopted
- Number of animals transferred to other animal welfare organizations or agencies
- Number of animals euthanized
- Number of animals euthanized at an owner's request
- Number of animals euthanized due to a determination of vicious temperament
- Number of animals euthanized due to determination that animal had poor or grave prognosis of health and was irretrievably suffering
- Number of animal euthanized due to behavior: house soiling/un-socialized
- Number of animals that die of causes other than an administered method of euthanasia
- Number of animals spayed or neutered
- Number of animal cruelty calls

### Number and type of pet licenses issued

- Disabled Person
- Juvenile
- Senior Lifetime
- Senior Discount
- Service Animal
- Spay / Neutered
- Unaltered
- Temporary
- Total

### Number of spay or neuter vouchers issued and redeemed

- Issued
- Redeemed

### Animal Control Officer service calls

DATA AVAILABILITY CATEGORIES	Have & use	have, but don't use	Don't have	Not Applicable
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DATA TYPES										
Quantity	Targets	Date	Customer	Location	Cost	Duration	Response Time	Penetration	Awareness	Satisfaction

G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	G	N	O	O	O
G	G	G	G	Y	G	G	N	O	O	O
G	G	G	G	Y	G	G	N	O	O	O
G	G	G	G	Y	G	G	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O

G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O

G	G	G	G	Y	G	N	N	O	O	O
G	G	G	G	Y	G	N	N	O	O	O

G	G	G	G	Y	G	N	G	O	O	O
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## DLS Road Services

### Measure/Metric

#### Roadway

Resurfacing (Centerline Miles)

Snow and Ice Response (miles plowed and/or treated with sand/salt)

Pothole Filling (Cubic Feet)

Pavement Condition Inspection and Analysis (Miles)

#### Bridge

Bridge Inspections and Analysis (bridges inspected)

#### Drainage

Catch Basin Cleaning (catch basins identified during inspection as needing cleaning, cleaned within six months of inspection)

Catch Basin Inspections (catch basins inspected)

Ditch Maintenance (Feet)

#### Roadside

Sidewalk Repair (Feet)

Vegetation Management (Miles)

Shoulder Cleaning and Restoration (Feet)

#### Traffic Control/Safety

Signal Preventative Maintenance (% of total signals)

Measure/Metric		DATA AVAILABILITY CATEGORIES				DATA TYPES										
		Have & use	have, but don't use	Don't have	Not Applicable	Quantity	Targets	Date	Location	Cost	Duration	Response Time	Customers	Penetration	Awareness	Satisfaction
Resurfacing (Centerline Miles)		G	G	G	O	O	N	N	N	G	O					
Snow and Ice Response (miles plowed and/or treated with sand/salt)		G	N	G	Y	O	G	O	N	N	G	O				
Pothole Filling (Cubic Feet)		G	G	G	Y	G	Y	Y	N	N	G	O				
Pavement Condition Inspection and Analysis (Miles)		G	G	G	G	O	O	N	N	G	N	O				
Bridge Inspections and Analysis (bridges inspected)		G	G	Y	Y	Y	G	N	N	G	Y	O				
Catch Basin Cleaning (catch basins identified during inspection as needing cleaning, cleaned within six months of inspection)		G	G	G	Y	O	N	Y	N	N	N	O				
Catch Basin Inspections (catch basins inspected)		G	G	G	Y	O	N	Y	N	Y	N	O				
Ditch Maintenance (Feet)		G	G	G	Y	O	N	Y	N	N	N	O				
Sidewalk Repair (Feet)		G	G	G	Y	O	N	Y	N	N	G	O				
Vegetation Management (Miles)		G	G	G	Y	O	N	Y	N	N	N	O				
Shoulder Cleaning and Restoration (Feet)		G	G	G	Y	O	N	Y	N	N	N	O				
Signal Preventative Maintenance (% of total signals)		G	G	G	Y	O	N	Y	N	G	N	O				

## DLS Permitting

### Measure/Metric

#### Permits

Residential Building

Commercial Building

Land Use / Other

#### Inspections

Residential Building

Commercial Building

Land Use / Other

#### Code Enforcement and Abatement

Violations Opened

#### Subarea Planning

Plans developed

#### Business Licenses

Marijuana

Adult Beverage

Other

		DATA AVAILABILITY CATEGORIES										
		Have & use	have, but don't use	Don't have	Not Applicable							
		DATA TYPES										
		Quantity	Targets	Date	Customer	Location	Cost	Duration	Response Time	Penetration	Awareness	Satisfaction
Permits												
Residential Building		G	G	G	G	G	G	Y	G	O	O	O
Commercial Building		G	G	G	G	G	G	Y	O	O	O	O
Land Use / Other		G	G	G	G	G	G	Y	O	O	O	O
Inspections												
Residential Building		G	G	G	G	G	G	N	Y	O	O	O
Commercial Building		G	G	G	G	G	G	N	Y	O	O	O
Land Use / Other		G	G	G	G	G	G	N	Y	O	O	O
Code Enforcement and Abatement												
Violations Opened		G	G	G	G	G	G	G	G	O	O	O
Subarea Planning												
Plans developed		G	G	G	G	G	G	G	N	N	N	N
Business Licenses												
Marijuana		G	O	G	G	G	G	O	O	O	O	O
Adult Beverage		G	O	G	G	G	G	O	O	O	O	O
Other		G	O	G	G	G	G	O	O	O	O	O

## Appendix C: ProjectCorps Project Overview

Local Services engaged ProjectCorps, a Seattle-based consulting firm, to develop the Local Services Strategic Technology Plan. The ProjectCorps team consisted of:

- Debbie Steiner – COO / Executive Oversight
- Carl Kaufman – Principal Consultant
- Bryony Schwan – Senior Consultant

The Local Services team consisted of

- Danielle de Clercq – Deputy Director / Sponsor
- Project Team:
  - Ruth Harvey - Interim Deputy Director, Roads
  - John Backman – Permitting - Special Project Manager
  - Jesse Kent – Service Partnership Agreement Manager
  - Tim Morrow – KCIT Service Delivery Manager

The Project Steering Committee included:

- Tanya Hannah - King County Department of Information Technology - Chief Information Officer
- Josephine Wong - Department of Community and Human Services (DCHS) – Deputy Director
- Lorraine Patterson - Department of Natural Resources and Parks (DNRP) – Chief Administrative Officer
- Bill Greene – Local Services – Chief Financial Officer

The project assessed the current state of service delivery monitoring, technology, and data across the four agencies with which Service Partnership Agreements are in place as well as Road Services and Permitting, the two service delivery divisions within Local Services. It assessed needs and opportunities to support Local Services' mission and objectives and identified attendant process improvements and technology needed to address them. Finally, projects were defined (technology and process improvement) and a timeline developed. The research and analysis were based on extensive interviews and working sessions with 39 resources from across the four partner agencies, the two Local Services divisions, as well as Transit and KCIT, supported by industry research. The participating resources are listed below.

### Interview and Working Session Participants

#### Senior Leadership

- Tanya Hannah - KCIT Chief Information Officer
- Josephine Wong - DCHS – Deputy Director
- Lorraine Patterson - DNRP – Chief Administrative Officer
- John Taylor – Department of Local Services - Director

#### Local Services

- Danielle de Clercq
- Bill Greene

- Jesse Kent

#### DNRP Surface Water Management

- Curt Crawford
- Janet Credo
- Mark Preszler
- Nick Hetrick

#### PHSKC Environmental Health Services

- Frank Hong
- Lynn Schneider
- Feben Asfaw
- Meagan Jackson
- Peter Isakson
- Steve Nastruz

#### DES Regional Animal Services of King County

- Gene Mueller

#### DNRP Parks Division

- Jennifer Emerson
- Heidi Kandathil
- Doug Hodson

#### Road Services Division

- Ruth Harvey
- Mike Crippen
- Jennifer Knauer
- Cathleen Buzan

#### Permitting Division

- John Backman
- Warren Cheney

#### Transit

- John Resha
- Elizabeth Love

## KCIT

- Tanya Hannah
- Shannon Smith
- Tim Morrow
- John Klein (strategic planning)
- Sandra Valdivia (MS Dynamics / CRM)
- Pam Shales (kc.gov project)
- Temujin Baker (data warehouse)
- Patrick Hawley (data warehouse)
- George Horning (GIS)
- Mark Bossart
- Azeb Aberra

**Appendix B: Service Partnership Steering Committee Charter**

# Local Services Initiative – Service Partnership Steering Committee

## Steering Committee Charter – Ongoing Steering Committee Role

**Background:** On April 16, 2018 Council adopted motion 15125 requesting the Executive to establish a new Department of Local Services (DLS) to:

- Improve coordination of local services by King County agencies through increased collaboration
- Strengthen and expand partnerships between the county communities and other entities
- Improve the delivery, responsiveness and quality of local services to the people, businesses and communities of unincorporated King County through unified accountability
- Improve local services through robust employee engagement while embracing equity and social justice and continuous improvement
- Strengthen unincorporated communities by supporting local planning and community initiatives
- Pursue innovative funding strategies

DLS is the principal vehicle for the implementation of the County’s Local Services Initiative and is solely dedicated to representing the interests of the residents and businesses in unincorporated King County. Toward this end, DLS will: (1) focus on improving local services; (2) support current and future planning efforts in UKC; (3) offer residents a forum to elevate their ideas, needs, and concerns to a cabinet level central point of contact; (4) report on programs, services and facilities provided to or used by UKC residents and businesses; and, (5) coordinate and collaborate across departments and divisions to further UKC policies, priorities and interests.

DLS began operations on January 1, 2019 with direct responsibility over the Roads and Permitting Divisions and shared responsibility with other Departments for service delivery in UKC. The mechanism for this shared responsibility is the Service Partnership Agreement.

To implement the direction adopted in Council Motion 15125, and after consultation with the Executive Leadership and Cabinet, the SPA Steering Committee was formed. The Steering Committee was tasked with developing the initial Service Partnership Agreements with three Departments: (1) PHSKC for OSS and Plumbing and Gas Piping inspections; (2) DES for Animal Services; and (3) DNRP for SWM and Parks.

With these agreements now in place, there is a need to reconstitute the SPA Steering Committee as a standing committee to manage SPA-related issues that arise during the term of this agreement and act as a joint decision-making body for substantive issues related to community needs, UKC service commitments, and any related policy, organizational or administrative issues. Core responsibilities include:

- Act as a forum to address community driven priorities and issues in UKC that require a multi-departmental solution and an escalation of responsibilities.
- Support and guide the process of developing Phase II agreements covering UKC services.
- Support DLS’s performance monitoring and reporting responsibilities

**Sponsor: Casey Sixkiller**  
**Project Leader: John Taylor**  
**Project Manager: Danielle De Clercq**

*Sponsor Signature*  
*Date*

*Process Owner Signature*  
*Date*

*Team Lead Signature*  
*Date*

# Local Services Initiative – Service Partnership Steering Committee

- Advise on matters relating to ongoing system, process and operational improvements designed to support LSI goals broadly and SPA needs specifically.
- As necessary, resolve inter-departmental issues and/or conflicts related to services provided to the UKC, communications, governmental relations.

## Steering Committee Membership

The Committee shall comprise, at a minimum, the DLS Director, who will serve as the Committee Chair, and the Directors of the SPA Partner Departments. At the discretion of the Committee, membership could be extended to include other participants, if it is determined that additional perspectives will enhance outcomes in UKC. Additional participants shall be either:

- **Full Participant Members**, with the same roles and responsibilities as the SPA Partner members, or,
- **Ex Officio Members**, who bring valuable expertise, experience or perspectives to the work of the SPA Committee, but are not “decision-makers”

The primary goal of the SPA Committee is to proactively address community issues and coordinate the County’s efforts. To achieve this, the SPA Steering Committee may choose to expand its membership where broader representation could enhance the overall effectiveness of these efforts. New members (either Full Participants or Ex Officio) could represent:

- Directors of future SPA Partner Departments
- Staff from Planning, Strategy and Budget
- Staff from the Office of the Executive
- Others, as determined by the SPA Committee, that would bring a perspective that advances the goals of the Committee

## Business Need: (What problem are you solving?)

- Well-coordinated County responses to community driven issues
- Include UKC needs into County planning processes
- Maximize coordination in the delivery of services to UKC and the elimination of internal and external barriers to efficient and effective service delivery
- Improve coordinated communication with UKC residents
- Improve measurable responsiveness and transparency in the provision of local services
- Coordinate data collection, reporting and monitoring of service delivery commitments in UKC in a manner that does not increase cost of service

## Project Objective: (What are the expected deliverables and improvements?)

- Implement a committee that is responsive to addressing UKC community needs

## Steering Committee Membership:

John Taylor (Chair)	DLS
Patty Hayes	PHSKC
Leo Flor	DCHS
Caroline Whalen	DES
Christie True	DNRP
Lauren Smith	PSB

## Steering Committee Ex Officio Members:

Future SPA departments  
Technical resources

## Steering Committee Alternates

Cyndi Schaeffer	PHSKC
Denise Rothleutner	DCHS
Danielle de Clercq	DLS
Lorraine Patterson	DNRP
Tom Koney	DES

Sponsor Signature  
Date

Process Owner Signature  
Date

Team Lead Signature  
Date

# Local Services Initiative – Service Partnership Steering Committee

<ul style="list-style-type: none"> <li>• Improve the delivery, responsiveness and quality of local services to unincorporated KC through unified accountability</li> <li>• Improve coordination and integration of local services by KC agencies through increased collaboration</li> <li>• Strengthen and expand partnerships between the county, communities and other entities for the benefit of UKC residents</li> </ul>																	
<p><b>Out of Scope:</b></p> <ul style="list-style-type: none"> <li>• Services delivered outside UKC</li> <li>• Services provided by other governmental agencies or special purpose districts (state, regional or local)</li> </ul> <p><b>In Scope:</b></p> <ul style="list-style-type: none"> <li>• All services delivered by King County to include: <ul style="list-style-type: none"> <li>○ Direct service provision to UKC residents, including services delivered in UKC and for the benefit of UKC residents and businesses</li> <li>○ Business planning for future service delivery to UKC residents</li> <li>○ Capital investment needs for infrastructure, equipment and systems</li> <li>○ Internal and external communication protocols and practices</li> <li>○ Data collection, measurement, reporting and monitoring practices, tools, and sources</li> <li>○ Provide input to the scope of work for economic development</li> </ul> </li> </ul>	<p><b>Resource Representatives (as necessary)</b></p> <table border="1"> <tr> <td>SLT</td> <td></td> </tr> <tr> <td>PSB</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </table>	SLT		PSB													
SLT																	
PSB																	
<p><b>Expected Barriers:</b></p> <ul style="list-style-type: none"> <li>• Policy and operational objectives of service providers may conflict with DLS policy mandates</li> <li>• Large and diverse geographic area</li> <li>• Urban vs. rural service needs and expectations</li> <li>• Lack of unified interest</li> <li>• Fragmentation of service delivery – no history of considering services to UKC residents in a holistic and integrated way</li> <li>• Communications through multiple channels &amp; to multiple audiences</li> <li>• Disparate levels of understanding of the current service delivery challenges in UKC and DLS’s role in addressing these challenges</li> <li>• Institutional inertia and/or resistance.</li> <li>• Budget and business planning cycles occurring at the same time</li> <li>• Data availability and comparability</li> <li>• Single point of accountability or clear point of contacts</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>• Expectations of unincorporated residents</li> <li>• Redundancy and duplication of efforts leading to less efficient and/or effective service delivery</li> <li>• Making commitments that cannot be reasonably delivered, at least in the initial transition period for DLS</li> </ul>	<p><b>Target Dates for Key Milestones</b></p> <table border="1"> <tr> <td colspan="2"><b>Performance Monitoring:</b></td> </tr> <tr> <td>First UKC Annual Report</td> <td>2/28/20</td> </tr> <tr> <td colspan="2"><b>SPA Phase II Agreements</b></td> </tr> <tr> <td>Drafts of new</td> <td>5/31/20</td> </tr> <tr> <td>Drafts of renewals</td> <td>6/30/20</td> </tr> <tr> <td>Final SPAs</td> <td>9/30/20</td> </tr> <tr> <td colspan="2"><b>SPA Implementation:</b></td> </tr> <tr> <td>System improvements</td> <td>Ongoing</td> </tr> </table>	<b>Performance Monitoring:</b>		First UKC Annual Report	2/28/20	<b>SPA Phase II Agreements</b>		Drafts of new	5/31/20	Drafts of renewals	6/30/20	Final SPAs	9/30/20	<b>SPA Implementation:</b>		System improvements	Ongoing
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<b>SPA Implementation:</b>																	
System improvements	Ongoing																

Sponsor Signature  
Date

Process Owner Signature  
Date

Team Lead Signature  
Date

## Local Services Initiative – Service Partnership Steering Committee

<ul style="list-style-type: none"> <li>• Organizational capacity to absorb and operationalize the policy intent in Motion 15125</li> <li>• Ability to resolve interagency issues</li> <li>• UKC resident perception that a coordinated effort is less responsive to their needs.</li> </ul>	
<p><b>Budget Impacts:</b> <i>(What are possible investments and estimated costs?)</i>          2019/20 requirements to be approved in 2018 as part of county budget development process.</p>	<p><b>Political Sensitivities:</b></p> <ul style="list-style-type: none"> <li>• Levels of Service and accountability expectations.</li> </ul>

Sponsor Signature  
Date

Process Owner Signature  
Date

Team Lead Signature  
Date

## Roles & Responsibilities

Who	Responsibilities
<b>Sponsor</b>	<ul style="list-style-type: none"> <li>▪ Selects or confirms the project leader.</li> <li>▪ Develops and approves project charter with the project leader. Approves any subsequent changes.</li> <li>▪ Ensures necessary alignment, connection, and communication at the Executive and enterprise levels</li> <li>▪ Removes barriers, resolves conflicts, gathers resources, and promotes support amongst stakeholders.</li> <li>▪ Final decision maker, if not the Executive.</li> <li>▪ Holds the project leader accountable to objectives, action plans, and outcomes.</li> <li>▪ Meets with leader regularly to monitor objective progress.</li> </ul>
<b>Project Leader</b>	<ul style="list-style-type: none"> <li>▪ Accountable to the sponsor.</li> <li>▪ Develops the project charter for sponsor's approval.</li> <li>▪ In collaboration with the Project Manager, develops the work program to meet the project objectives</li> <li>▪ <b>Leads and directs the detailed activities and decision making to execute the work program.</b></li> <li>▪ Ensures sponsor is informed of progress, challenges, risks, and when help is needed.</li> <li>▪ Holds team members accountable to deliverables and timelines.</li> <li>▪ Ensures quality problem solving and collaboration.</li> </ul>
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>▪ Organizes, facilitates, monitors, and follows up on work plans under the direction of the project leader.</li> <li>▪ Supports the leader to ensure tasks are completed, timelines met, and deliverables achieved.</li> <li>▪ Provides project updates and communication.</li> <li>▪ Provides Project Management coaching and guidance to team members, leaders, and sponsors.</li> </ul>
<b>Steering Committee Members</b>	<ul style="list-style-type: none"> <li>▪ Attend all project team working sessions.</li> <li>▪ Contribute your subject matter expertise into the project planning, development, deployment, and standardization needed to operationalize DLS's policy mandates.</li> <li>▪ Provide open and honest feedback.</li> <li>▪ Timely follow through of project work and assigned tasks.</li> <li>▪ Support project decisions and champion change.</li> </ul>
<b>Resource Representatives</b>	<ul style="list-style-type: none"> <li>▪ Meet with the team as requested to provide technical or subject matter assistance.</li> <li>▪ Support implementation and follow-up after project completion.</li> </ul>
<b>CI Coach (As assigned)</b>	<ul style="list-style-type: none"> <li>▪ Coach and support the sponsor, leader, and project manager to apply Lean principles in project planning, development, deployment and standardization.</li> </ul>

## Project Phase Description

Phase	Description
Planning	On going
Development	On going
Implementation	Begins January 1, 2019
Standardization	N/A
Final Report-out	N/A

# Appendix C: King County Customer Experience Project

# Customer Experience Measurement System

<p><b>Background:</b> To become the best run government, King County must understand the customer experience (CX) to continually innovate and deliver excellent products and services. The first King County Strategic Plan set immediate priorities to establish a culture of customer service. Capitalizing on this priority would drive more responsiveness and accountability in our service delivery.</p>	<p><b>Sponsor:</b> Gary Kurihara  <b>Project Leader:</b> Vince Vu  <b>Project Manager:</b> Brittany Carter</p>										
<p><b>Business Problem:</b> CX measurement across the county is inconsistent, missing, and/or not valuable to our county agencies.</p> <ul style="list-style-type: none"> <li><b>Data Systems:</b> Apart from our Customer Relationship Management software (CRM), there is no enterprise IT business system to store and aggregate CX data. Departmental systems vary.</li> <li><b>Data Collection:</b> Lack of standardization and quality control.</li> <li><b>Data Analysis:</b> Lack of consistent application of analytical techniques to understand, diagnose, and predict the customer experience.</li> <li><b>Data Governance:</b> Lack of formal role for data ownership, privacy, documentation, etc.</li> </ul>	<p><b>Core Team Members:</b></p> <table border="1"> <tr> <td>Michael Jacobson</td> <td>Natasha Jones</td> </tr> <tr> <td>Catherine Walters</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </table>	Michael Jacobson	Natasha Jones	Catherine Walters							
Michael Jacobson	Natasha Jones										
Catherine Walters											
<p><b>Project Objective and alignment:</b> Alignment to: Best Run Government</p> <ul style="list-style-type: none"> <li><b>By end of 2019:</b> Improve the value of CX data to departments. Deliverables: 1) Pilot standard methodology and approach with select business lines. 2) Develop formal implementation plan (onboarding, guidance, and maintenance) of standard CX measurement system.</li> <li><b>By end of 2020:</b> Aggregate departmental CX data for enterprise management system and public reporting. Deliverable: Gradual onboarding of business lines, with check/adjust periods.</li> </ul>											
<p><b>In Scope:</b>  CX measurement strategy and plans for selected pilot lines of business, beginning with DES and DLS</p> <p><b>Out of Scope:</b>  CX improvement projects</p>	<p><b>Resource Representatives</b></p> <table border="1"> <tr> <td>Customer service officers</td> <td>Departmental leadership</td> </tr> </table>	Customer service officers	Departmental leadership								
Customer service officers	Departmental leadership										
<p><b>Expected barriers and risks:</b></p> <ul style="list-style-type: none"> <li>Immense project complexity</li> <li>Lack of appropriate departmental resources</li> <li>Initiative overload to departments</li> <li>Lack of buy-in from departments</li> <li>Lack of sustained staffing 2021 and beyond</li> </ul> <p><b>Risk mitigation:</b></p> <ul style="list-style-type: none"> <li>Focused project management and resourcing from the Executive Department</li> <li>Consistent alignment and communication with project sponsor</li> </ul>	<p><b>Target Completion Dates</b></p> <table border="1"> <tr> <td>Planning</td> <td>Q4 2018 – Q1 2019</td> </tr> <tr> <td>Development</td> <td>Q1 2019</td> </tr> <tr> <td>Implementation</td> <td>Q2 2019 – Q3 2019</td> </tr> <tr> <td>Stabilization</td> <td>Q3 2019 – Q4 2019</td> </tr> <tr> <td>Final Report-out</td> <td>Q4 2019</td> </tr> </table>	Planning	Q4 2018 – Q1 2019	Development	Q1 2019	Implementation	Q2 2019 – Q3 2019	Stabilization	Q3 2019 – Q4 2019	Final Report-out	Q4 2019
Planning	Q4 2018 – Q1 2019										
Development	Q1 2019										
Implementation	Q2 2019 – Q3 2019										
Stabilization	Q3 2019 – Q4 2019										
Final Report-out	Q4 2019										
<p><b>Budget Impacts:</b></p> <ul style="list-style-type: none"> <li>Change in staff's functional responsibilities to encompass CX work (data collection, analysis, action, etc.)</li> <li>250k investment by the Executive Department for a project-based 2-year TLT analyst</li> </ul>											

Sponsor Signature

Date

Team Lead Signature

Date



# King County Customer Experience (CX)

## Project Framework

Customer Experience (CX) is the sum total of all of your customers' perceptions and feelings about your line of business. While "customer service" is focused on the interaction of supporting customers to solve problems, customer experience includes elements of reputation, trust, and overall opinion. Measuring and understanding CX helps you make better decisions about how to improve your line of business.

### What is the opportunity?

This is an opportunity to work with PSB to 1) identify and understand your major customers, 2) build and deploy a CX measurement system (think: survey kiosks or online survey links), and 3) create standard processes to analyze and act on CX data.

### What's the process?

	Week 1-2	Week 3-4	Week 5-6	Week 7-8	Week 9-10	Week 11-12
Develop a CX Core Team	█					
Assess CX Maturity		█				
Complete Customer Journey Map		█				
Analyze Customer			█			
Administer Survey			█	█	█	█
Check-In Weekly			█	█	█	█
Analyze and report Preliminary Data						█

### How do I start?

- You are a discrete and easily identifiable county line of business (internal OR external)
- Your division has scored at least a 2 on your latest Customer Engagement Lean Maturity Model assessment
- You interact with high volumes of customers (More than 50 transactions per day)
- You have the staff resources and time available for a minimum 6 week period
- Have a commitment to continuous measurement post pilot, including investing in equipment (if applicable)

**If yes to all, you are prepared to discuss next steps!**

Reach out to: [Bcarter@kingcounty.gov](mailto:Bcarter@kingcounty.gov) or 206-263-3324

**Appendix D: 2019 Q3 Local Services Report**



**King County**  
Local Services



# Quarterly report Q3-2019

## Executive summary

In this third Local Services quarterly report, we highlight certain measures of interest for unincorporated King County as a whole, adding short descriptions and trend lines for the past three quarters. This time span is too short for identifying larger trends, but this new format should help demonstrate the seasonality of much of the county's work in unincorporated areas. In the future, it should also do a better job of reflecting larger amounts of data.

Many of our partners provided previously unreported information for Q1 along with their Q3 data. Also, we have created concise profiles of the people and households in each community service area (CSA), as well as for particular communities in the West King County CSA, from the latest census data (American Community Survey 5-year data). Previously there were no CSA-by-CSA profiles of our unincorporated area communities available, and we hope these will help residents and other stakeholders develop a deeper understanding of these communities. The population and demographic estimates also allow us to provide better comparative reporting.

### Highlights from Q3

- In the third quarter of 2019, King County Local Services held its second series of Community Service Area Town Halls with its service partners, divisions, and representatives from across county government.
- The Sheriff's Office reported the number of calls for service across unincorporated King County as well as by individual patrol district. With our expanded estimates of CSA population, we were able to present the calls for each CSA as a "per 1000 residents" measure, providing comparable data across CSAs.
- Use of the Onsite Sewer and Septic – Permitting pilot program, in which an OSS staff member is available at the Permitting Division office in Snoqualmie, declined 30% from Q2.
- King County Parks planted more than 50,000 trees in unincorporated areas during Q3, making a total of more than 100,000 trees planted so far this year.
- Local Services developed community profiles for each CSA.

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## Introduction

This report is a step toward a new level of performance monitoring and accountability to the residents and businesses of unincorporated King County. It is based primarily on information received from King County agencies that signed Service Partnership Agreements with the Department of Local Services and our two divisions, listed below:

- Department of Natural Resources and Parks – Parks Division
- Department of Natural Resources and Parks – Surface Water Management Program, Stormwater Services
- Department of Executive Services – Regional Animal Services of King County
- Public Health-Seattle & King County – Environmental Health Services Division, On-site Sewage Systems and Plumbing and Gas Piping
- Department of Local Services – Permitting Division
- Department of Local Services – Road Services Division

Our first four partners provide services primarily in unincorporated King County. Performance measures are included based on how measurable they are and how well they represent the services provided by that

agency or program. As Local Services continues to establish relationships with the businesses and residents of unincorporated King County, we'll assess these measures and adjust them as needed to better reflect the community's needs and interests.

The Department of Local Services is working to develop service agreements with more King County agencies. These agreements will allow King County to improve the transparency and coordination of additional services in unincorporated areas. The level of detail in our community data will increase, data trends will become clearer, and information about services provided in unincorporated King County will become more robust—providing policy makers

### Services with agreed performance measures

#### Local Services products/services

Economic development: consulting  
Regional representation

Planning: Permits  
Planning: Inspections  
Planning: Code enforcement and abatement

Roads: Roadway  
Roads: Bridges & Structures  
Roads: Drainage  
Roads: Roadside  
Roads: Traffic control/Safety devices

#### Existing Service Partnerships

Animal Services: Shelter beds  
Animal Services: Neighborhood patrol  
Animal Services: Foster care placement  
Animal Services: Licenses

Public Health: Onsite Sewage Systems  
Public Health: Plumbing and Gas Piping

Parks: Local passive parks  
Parks: Local active parks  
Parks: Programs  
Stormwater: Asset management  
Stormwater: Technical assistance  
Stormwater Regulation

with the best information possible to make unincorporated King County a welcoming community where every person can thrive.

## Structure

This report has two sections: a regional review that encompasses all of unincorporated King County, and a local view of each of the county's seven community service areas (CSAs):

- Bear Creek/Sammamish Area
- Snoqualmie Valley/NE King County Area
- Four Creeks/Tiger Mountain
- Greater Maple Valley/Cedar River Area
- SE King County Area
- West King County Areas
- Vashon/Maury Island

Each of these sections includes a summary of the county's activities, and data about county's operations and maintenance activities (how did we serve our customers?) and details about capital improvement programs (what are we building for our customers?) for each of Local Services' agency partners.

The data we can present today lacks detail. Reporting by CSA represents a new challenge for agencies whose data do not neatly match our geographic reporting boundaries. As data reporting capabilities evolve, and our collaboration with partner agencies increases, we expect this to become a more robust document that provides performance measures at the CSA level.

## Unincorporated King County

Unincorporated King County has a total land area of 1,713 square miles (1,096,200 acres). This topologically diverse area is home to more than 3,000 businesses and an estimated quarter of a million people in 88,800 households. Half of these residents live in the urban West King County CSA.



### Outreach and communication

Local Services held five CSA Town Halls in Q3 (see list below). Those events offered access to information and services, including pet licensing, notary services, voter registration, cable services information, road maintenance information, and residential permitting information.

*Local Services held five CSA Town Hall events during Q3, providing services, information, and opportunities to give input to County leadership.*

- Bear Creek/Sammamish**  
 Sept. 11 at 21 Acres Facility in Woodinville
- West King County-White Center**  
 Sept. 12 at Seola Gardens, Seattle
- West King County-Skyway**  
 Sept. 18 at Albert Talley High School, Seattle
- Vashon/Maury Island**  
 Sept. 23 at Vashon High School, Vashon
- Snoqualmie Valley/NE King County**  
 Sept. 24 at Tolt River Middle School, Carnatio

Local Services community contacts				
	Q1	Q2	Q3	Q4
Director's Office customer service				
Ask Local Services contacts	57	89	78	
Digital engagement				
Website visits	1,033,639	305,655	320,993	
UA News subscribers	7,529	8,161	9,547	
Instagram followers (cumulative)	152		324	
Instagram posts	64		79	
Facebook followers (cumulative)	356	423	476	
Facebook posts	96	83	59	
Road Services Twitter followers	2,116		2,084	
Road Services tweets	94		76	

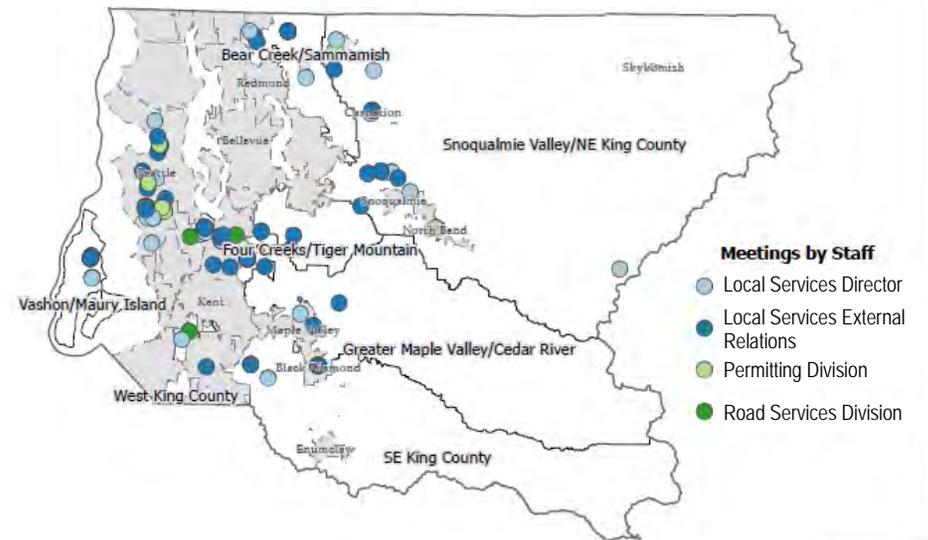
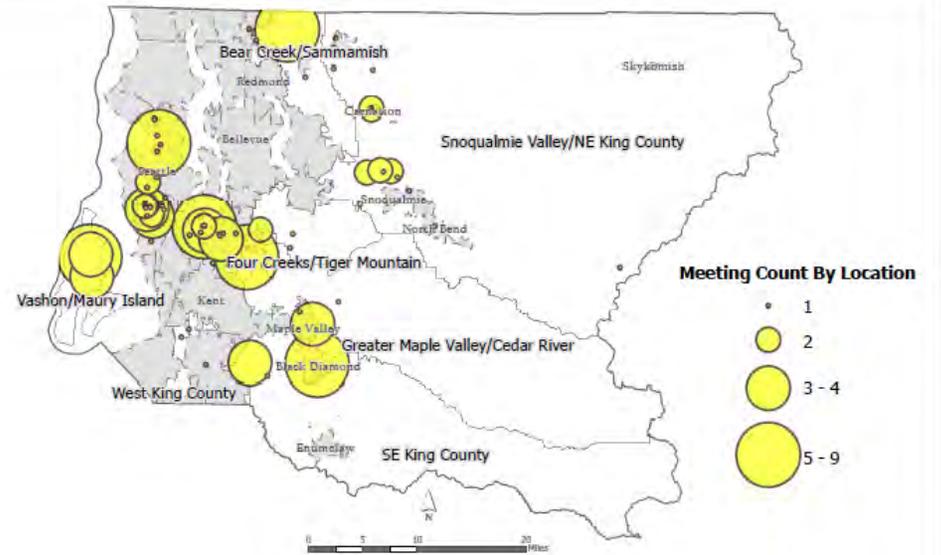
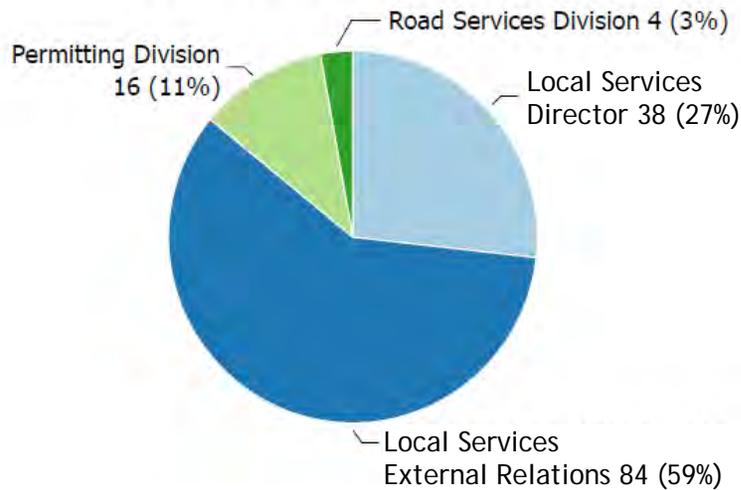
# Community Outreach and Engagement

**142**

Quarter 3 Meetings

7/1/2019 to 9/30/2019

## Meetings by Staff

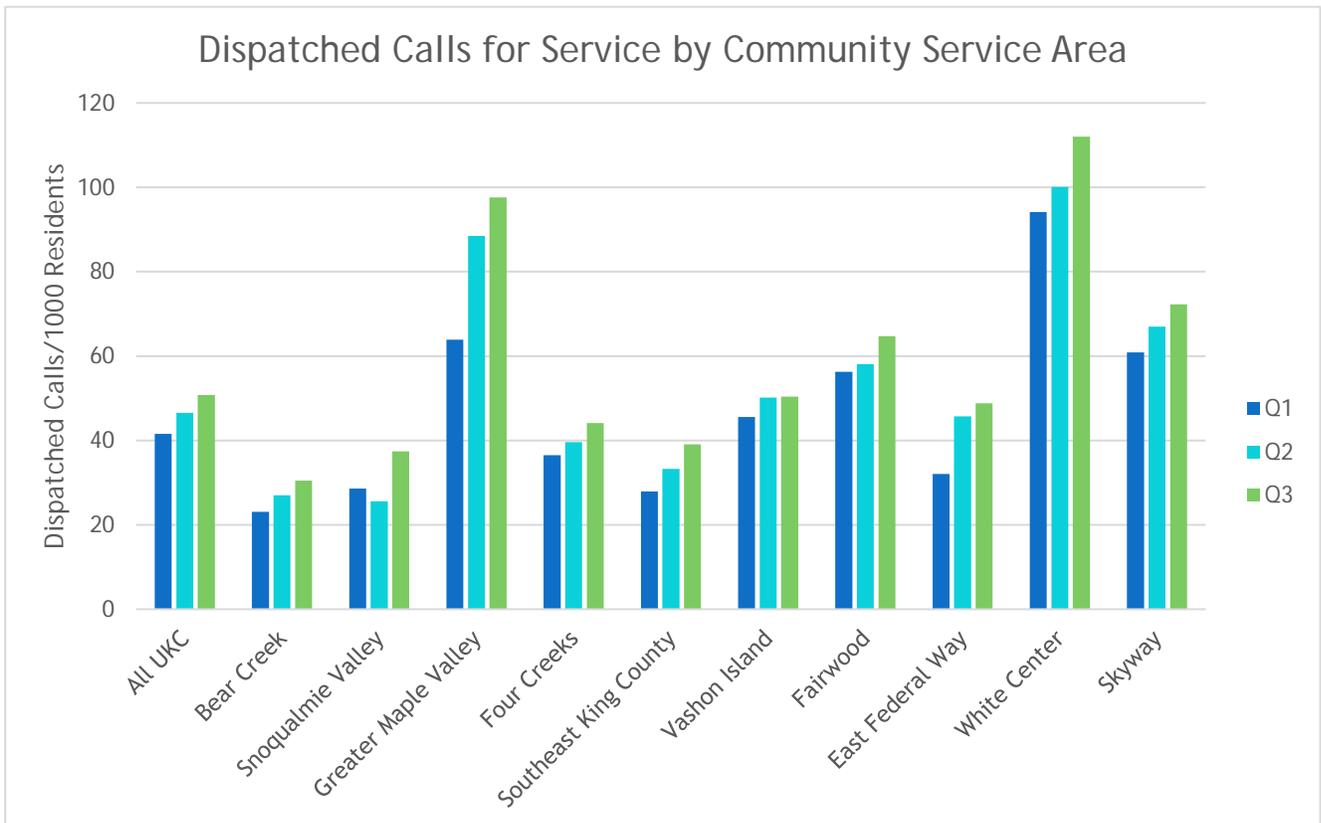
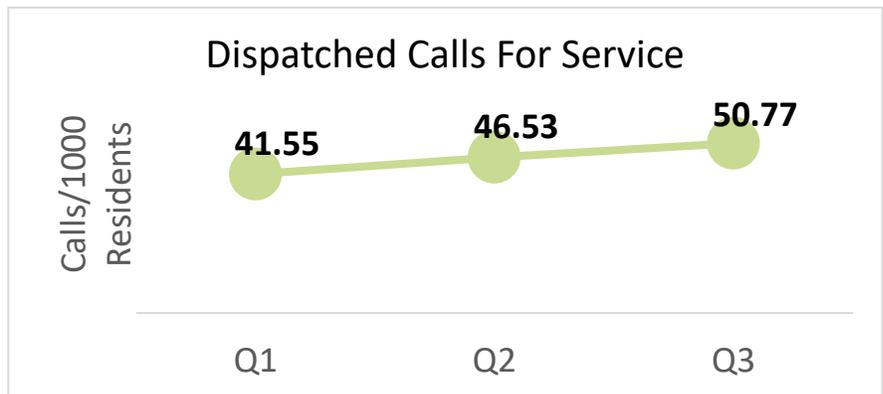


# How did we serve unincorporated King County?

## King County Sheriff

The King County Sheriff’s Office is responsible for the safety of people in unincorporated areas and its 12 contract cities. We do not yet have a service partnership agreement with the Sheriff’s Office in place, but they gave us their number of dispatched calls for service.

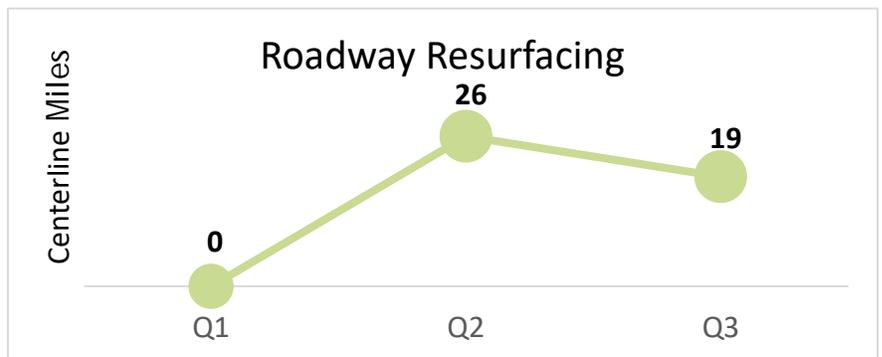
**Dispatched Calls for Service:**  
Calls received in the Sheriff’s Office Communications Center that result in the dispatch of one or more patrol units.



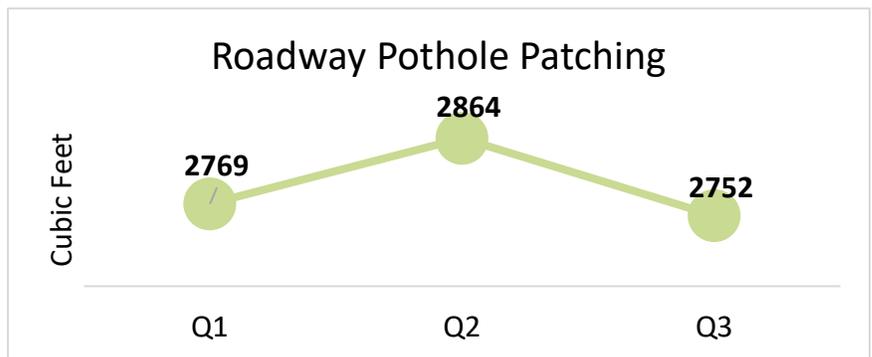
## Roads and bridges

The Road Services Division is responsible for all county-owned roads, bridges, and related infrastructure in unincorporated King County. It must meet the road-related transportation needs of a very large and diverse service area. The county’s many bridges are an integral part of the road system, as are other components such as sidewalks and pathways, bike lanes, guardrails, drainage and water quality facilities, traffic control equipment, and traffic cameras. Services are categorized using several product families: Roadway, Bridges and Structures, Traffic Control/Safety, Drainage, and Roadside. The measures below capture a subset of these operational and maintenance activities. Many maintenance and operational activities are seasonal and are timed to avoid the rainy season. Please see Appendix D for more detail.

**Roadway Resurfacing:** The addition of a layer or layers of paving material to provide additional structural integrity and improve serviceability and usability. Roadway resurfacing is seasonal and primarily occurs during the spring and summer seasons (Q2 & Q3).

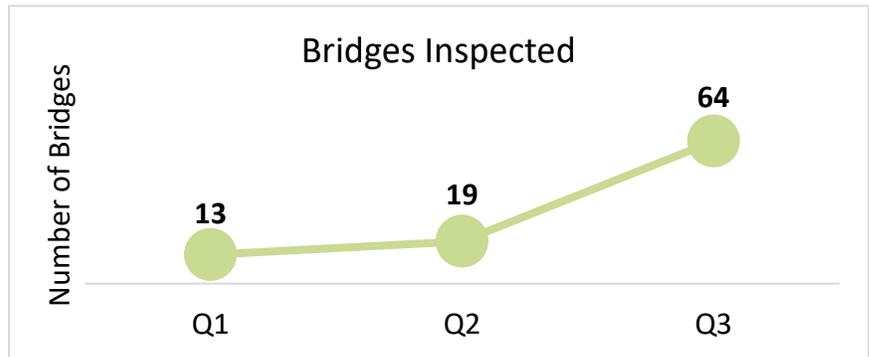


**Roadway Pothole Patching:** Includes small roadway surface treatments and repairs to preserve roadway infrastructure. Pothole patching occurs year-round, though is timed to coincide with dry conditions.



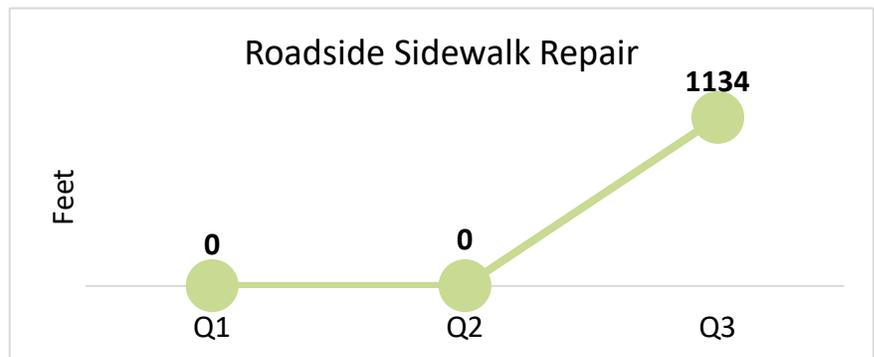
**Bridge Inspections and Analysis:**

Includes bridge inspections and ratings used to inform the need for maintenance and repair of structures. Inspections take place between March and October of each year (Q1-Q3).



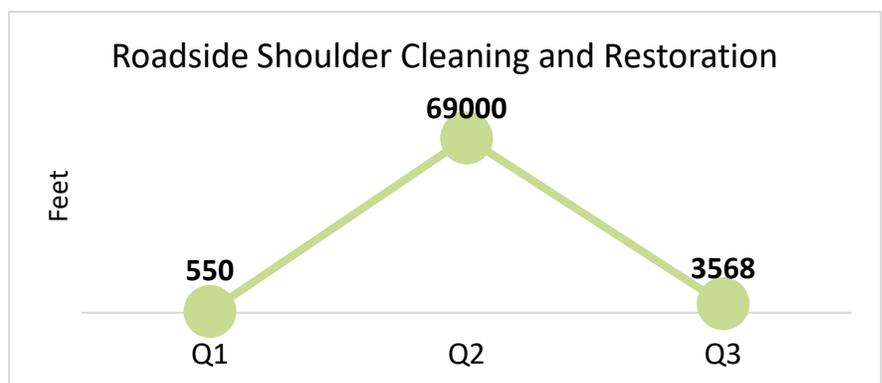
**Roadside Sidewalk Repair:**

Includes surface treatments and repairs to preserve sidewalk infrastructure. Sidewalk repair is seasonal and rarely takes place during the winter months.



**Roadside Shoulder Cleaning and Restoration:**

Includes activities that maintain a road's gravel shoulders, including gravel patching, grading, and restoration. Maintaining shoulders prevents standing water that is a risk to drivers and reduces deterioration of the roadway. This work is seasonal and rarely occurs during the winter months.



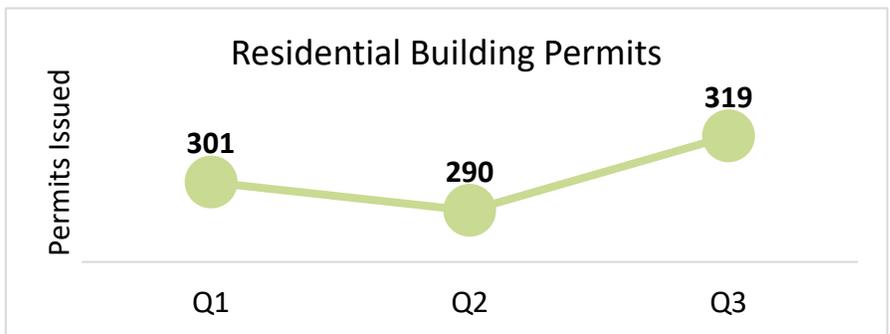
## Permitting

The Permitting Division is responsible for regulating and permitting all building and land use activity in unincorporated King County through three major product families: Permits, Inspections, and Code Enforcement. The division is also responsible for Subarea Planning, and Business Licenses programs (see Appendix D for more detail). There may be multiple inspections per permit.

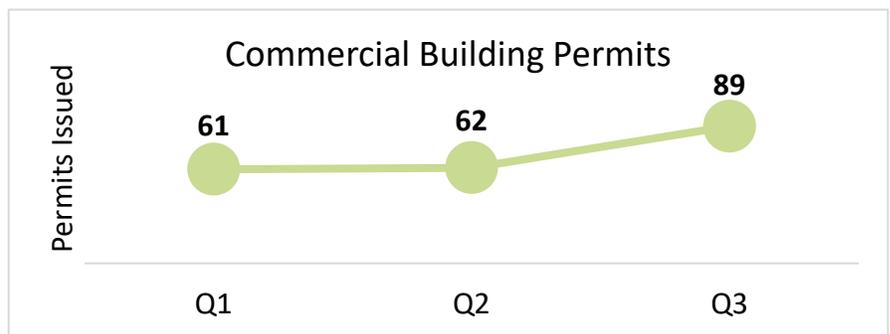
**Trade Permits:** Permits that authorize the installation of a component of a building (e.g. HVAC) without altering the use.



**Residential Building Permits:** Permits that ensure residential developments conform to code and meet standards of development.

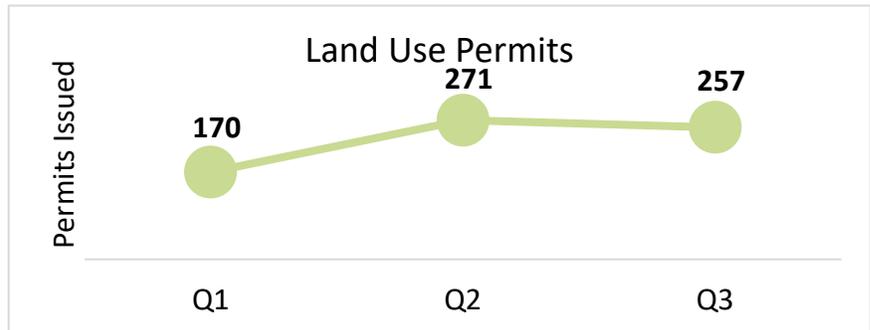


**Commercial Building Permits:** Permits that ensure commercial development conform to code and meet standards of development.



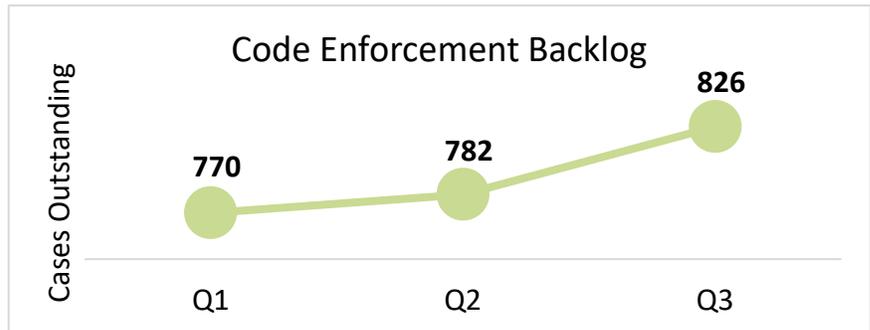
**Land Use Permits:**

Permits that ensure land use or development (e.g. subdivisions or temporary use) conforms to code or meets standards of development.



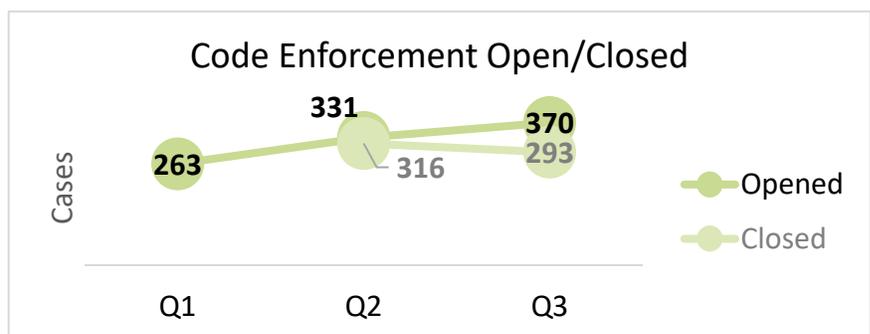
**Code Enforcement Backlog:**

The number of unresolved code enforcement cases not yet proceeding to civil penalties and legal action.



**Code Enforcement Open/Closed:**

The number of code enforcement cases opened and closed.



## On-Site Sewage Systems

Local Service’s Partnership Agreement with the Environmental Health Division focuses on three programs: The Onsite Sewage System Permitting Program, Onsite Sewage Operations and Maintenance, and Plumbing and Gas Piping Inspections.

The services listed in the table below are consistent with the service descriptions in the Service Partnership Agreement between Local Services and the Environmental Health Division (see Appendix D for more details).

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*The pilot saw a 30% decrease in usage between Q2 and Q3, from 4.13 to 2.82 customers per day.*

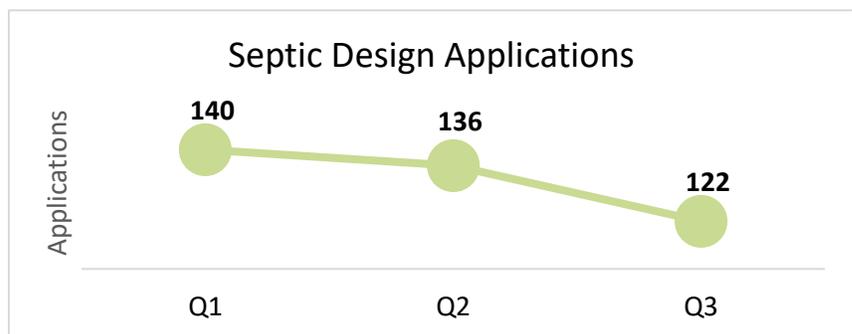
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Through the Onsite Sewage-Local Services pilot program, which launched in Q1, an Onsite Sewage team member is available at the Permitting Division office in Snoqualmie to provide coordinated technical customer service. The goal is to improve customer service

and reduce required customer visits by co-locating Onsite Sewage and permitting staff. The program is also intended to improve interagency coordination.

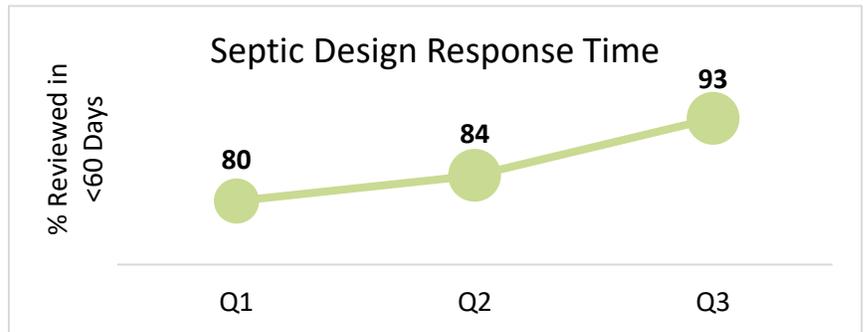
Onsite Sewage services are available in Snoqualmie on all days when the Permitting Division is open to the public (four days per week). Public Health provided service to an average of 2.82 customers per day in Q3, the plurality of them taking place in September. This represents about a 30% decline over Q2. This decline may be tied to the overall decline in septic design applications during Q3. Public Health also provides Onsite Sewage customer services three days per week at its Eastgate office.

**Septic Design Applications:**  
The number of septic design applications submitted to Public Health’s Onsite Sewage program.



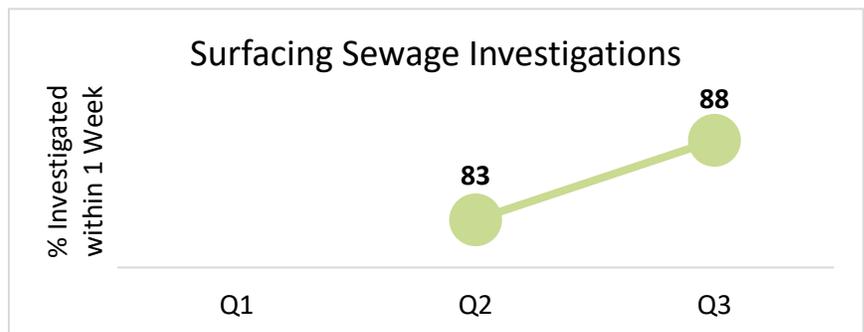
**Septic Design Response Time:**

The percentage of septic designs that are reviewed within 60 days of submittal.



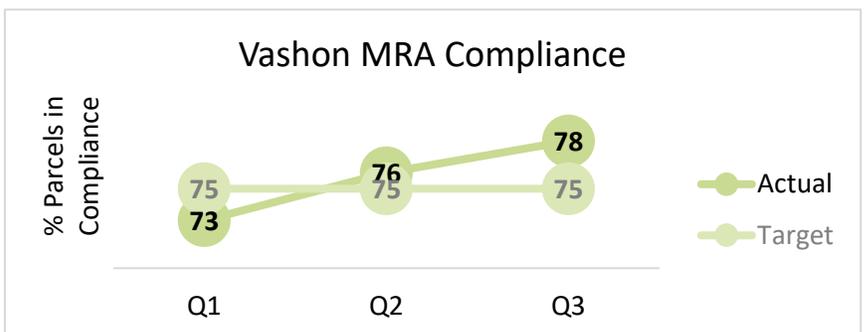
**Surfacing Sewage Investigations Response Time:**

The percentage of surfacing sewage complaints investigated within one week of reporting.



**Vashon Marine Recovery Area (MRA) Compliance:**

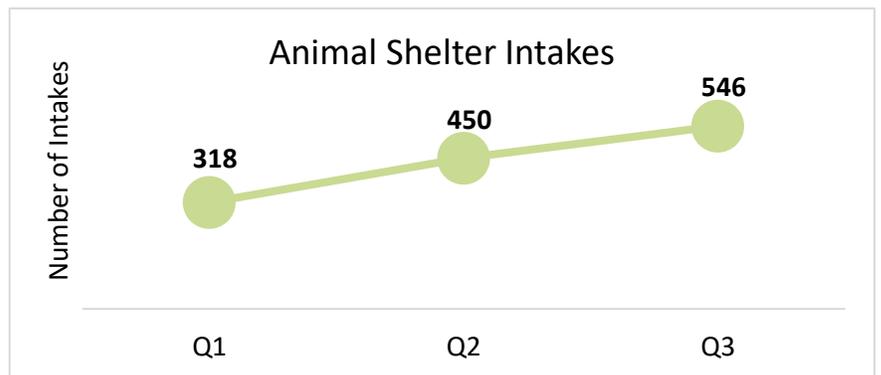
Percentage of parcels that have a septic system record and an operation and maintenance inspection completed on schedule. The MRA was established to protect especially sensitive marine waters from pollution from poorly functioning or failing onsite sewage systems.



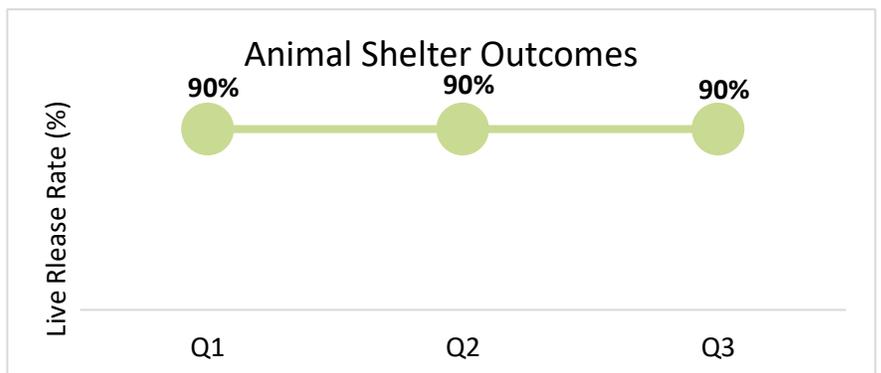
## Animal Services

Regional Animal Services of King County is responsible for delivering efficient and effective animal services in unincorporated King County. They also work, where practical, broader King County goals and policies into the planning, programming, and delivery of animal services to unincorporated King County. The services they provide to unincorporated King County are broken down into three categories: Shelter Services, Field Service Patrol, and Pet Licensing (see Appendix D for more details).

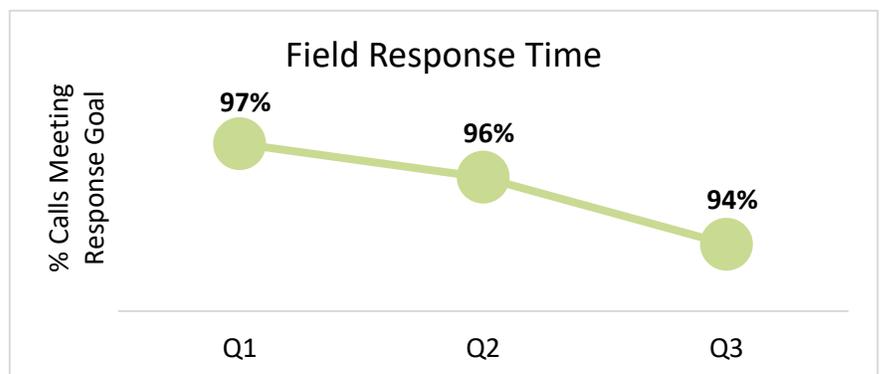
**Animal Intakes:** The number of animals brought to the animal shelter in Kent from across unincorporated King County.



**Animal Live Release Rates:** The percentage of animals adopted, returned to their owners, or transferred from the shelter in Kent that were brought in from unincorporated King County.



**Field Response Time:** Priority 1-3 Calls that meet the set response times. Priority 1 - Immediate threat to life, health, safety of humans - response goal 1 hour; Priority 2 - Immediate threat to life, health, safety of animals - response goal 2 hours; Priority 3 - Urgent - Potential threat to life, health safety of humans or animals - response goal 4 hours.

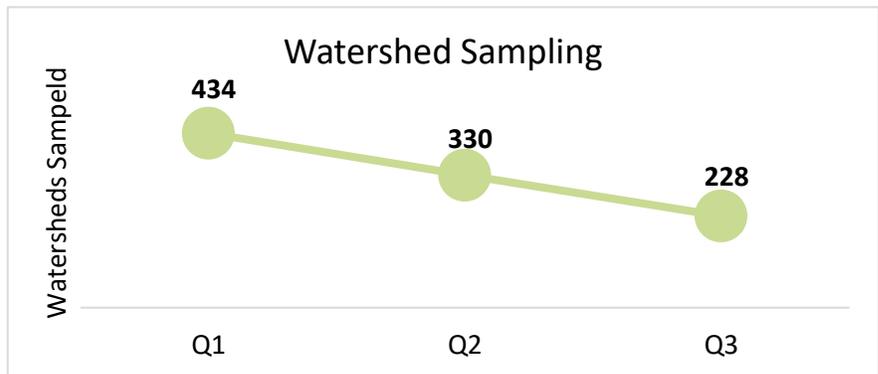


## Surface Water Management

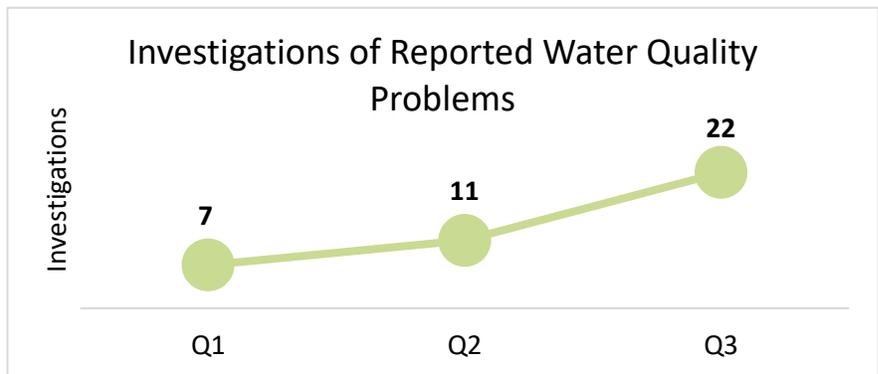
Surface Water Management delivers a broad range of services to unincorporated King County residents in the following categories: Inspection and Maintenance of Existing Facilities, Capital Improvement and Construction of Facilities, Stormwater Services Pollution Prevention, and Technical Assistance—with various operational and Capital Improvement Program activities (see Appendix D for more details).

### Watershed Sampling:

Stormwater Services samples watersheds for pollution and water quality.

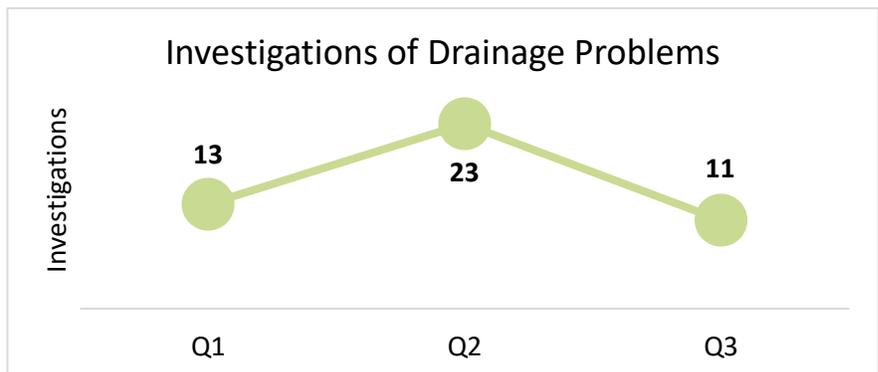


**Investigations of Reported Water Quality Problems:** The number of water quality complaints in unincorporated King County that are investigated.

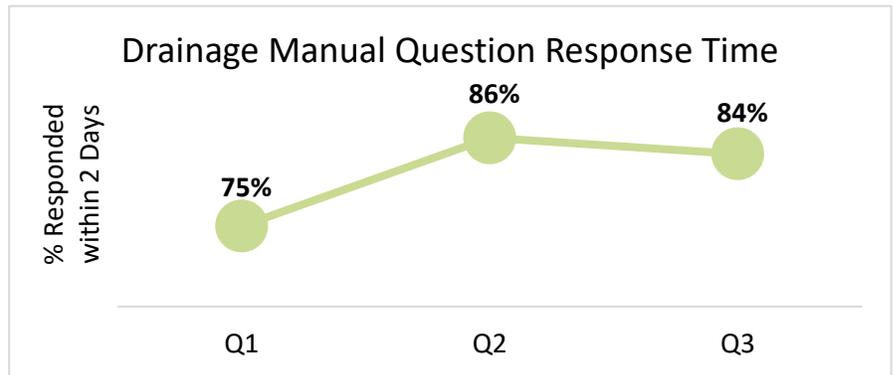


### Drainage Problems

**Investigated:** The number of drainage problems reported in unincorporated King County and investigated.



**Surface Water Drainage Manual Question Response Time:** The percentage of questions about the Surface Water Drainage Manual responded to within two days.

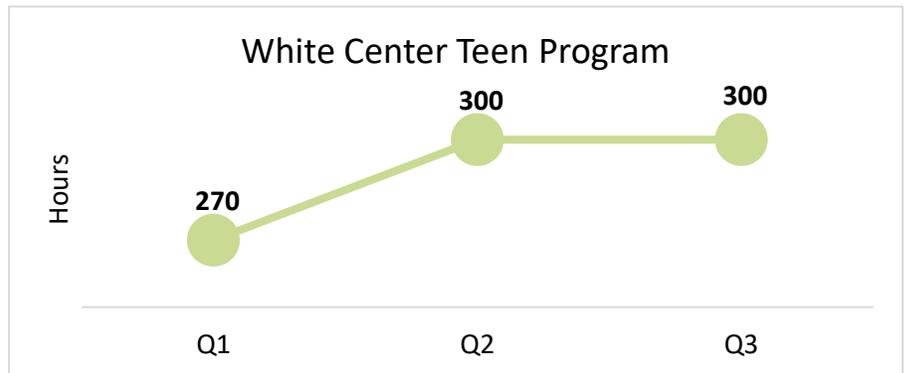


## Parks

In its regional mission of providing parks and open spaces, the Parks Division provides the service, program, and facilities-related commitments in the following categories: Passive Parks, Active Parks, and Programs.

### White Center Teen Program:

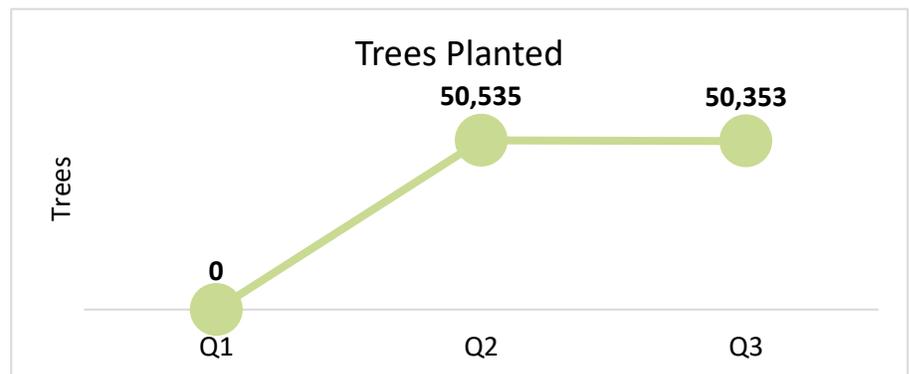
Housed at the White Center Community Center in Steve Cox Memorial Park, this program fosters a safe, positive place for local youths to take part in recreational and educational programs. Hours of program time.



**Parks Volunteer Hours:** The number of hours donated by volunteers at Parks properties in unincorporated King County.

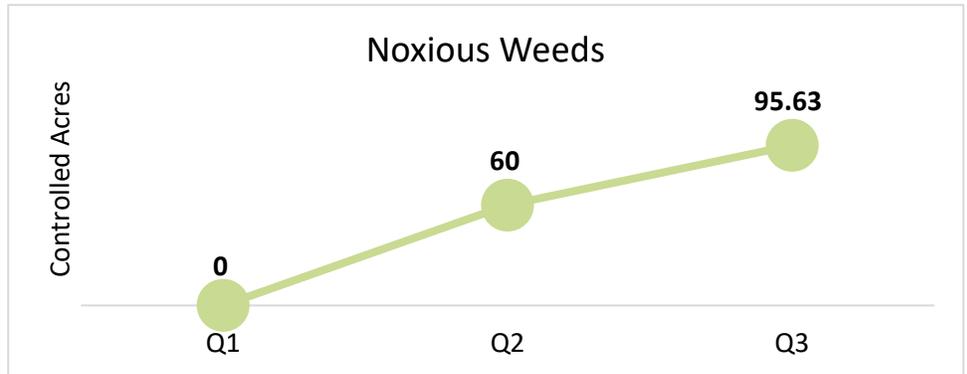


**Trees Planted:** Trees planted as part of the Million Trees efforts at Taylor Mountain and Henry's Ridge. Does not include trees planted through the Volunteer Program.



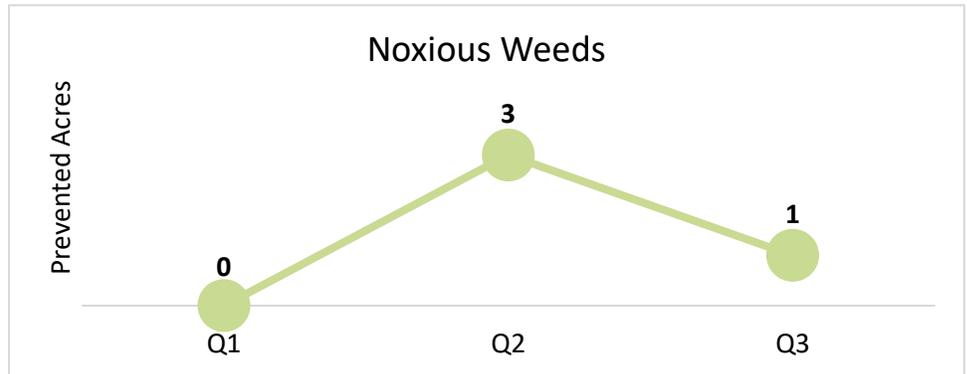
**Noxious Weeds (Controlled):**

New acres of removal and maintenance weeding on existing sites. Noxious weeds are non-native plants that are highly destructive and difficult to control or eliminate, and some are toxic to humans and livestock. Controlled manually, chemically, or biologically.



**Noxious Weeds (Prevented):**

Acreage planted with native plants to prevent the growth of noxious weeds.



## What are we building in unincorporated communities?

In addition to providing local services throughout the unincorporated areas, King County agencies are investing in multiple infrastructure construction and maintenance projects. Descriptions of these projects, and their quarterly updates, are detailed by service partner in the tables below. Each CSA section also has a list of projects specific to that CSA.

### Roads and bridges

The capital projects listed below are in the following project phase order:

1. Planning
2. Preliminary Design
3. Final Design
4. Implementation/Construction
5. Closing

Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
2019 Bridge Priority Maintenance Program	Bridge	SE King County; Snoqualmie Valley; Vashon/Maury	Various dates for program work.	Status varies for program work	
Foss River Bridge #2605A Painting	Bridge	Snoqualmie Valley/NE King County Area	Q3 2019	Substantially completed in September 2019	
Landsburg Bridge #3075 Deck Repair	Bridge	Greater Maple Valley/Cedar River Area	Q3 2019	Substantially completed in September 2019	
Woodinville Duvall Bridge #1136E Deck Repair	Bridge	Snoqualmie Valley/NE King County Area	Q3 2019	Substantially completed in September 2019	
Coal Creek Bridge #3035A Replacement	Bridge	SE King County Area	Q2 2021	Preliminary Design	
South 277th Street Bridge #3126 Replacement	Bridge	SE King County Area	Q2 2021	Preliminary Design	
Upper Tokul Creek Bridge #271B Replacement	Bridge	Snoqualmie Valley/NE King County Area	Q2 2022	Preliminary Design	

Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
Ames Lake Trestle Bridge #1320A Replacement	Bridge	Snoqualmie Valley/NE King County Area	Q2 2023	Preliminary Design	
Baring Bridge #509A Replacement	Bridge	Snoqualmie Valley/NE King County Area	Q4 2024	Preliminary Design	
Flood Control District Fifteen Mile Creek Bridge #493C Feasibility Analysis for Addressing Bank Erosion and Backwatering	Bridge	Four Creeks/Tiger Mountain Area	TBD	Preliminary Design	
Judd Creek Bridge #3184 Load Upgrade/Repair	Bridge	Vashon/Maury Island Area	Q3 2020	Final Design	
Fish Hatchery Bridge #61B Emergent Repair	Bridge	Snoqualmie Valley/NE King County Area	TBD	Planning	Funded for design only. County will be seeking funding for construction.
2018 Countywide Pavement Preservation	Roadway	Bear Creek/Sammamish Area; Four Creeks/Tiger Mountain Area; Greater Maple Valley/Cedar River Area	Q3 2018	Substantially completed in September 2019	
2018 Bituminous Surface Treatment	Roadway	Greater Maple Valley/Cedar; SE King County Area River Area; West King County Areas	Q3 2018	Substantially completed in September 2019	
2019 Countywide Pavement Preservation	Roadway	Bear Creek/Sammamish Area; Four Creeks/Tiger Mountain Area; Snoqualmie Valley/NE King County Area; West King County Areas	Q3 2019	Implementation	

Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
2020 Countywide Pavement Preservation	Roadway	Locations TBD	Q3 2020	Preliminary Design	
2019-2020 School Zone Safety Improvements	Traffic Control/Safety	West King County Areas; Snoqualmie Valley/NE King County Area	Various dates for program work.	Status varies for program work	
2017-2018 Guardrail Preservation	Roadside	Snoqualmie Valley; Bear Creek/Samamish; Greater Maple Valley/Cedar River.	Q2 2019	Implementation	
Southwest 102nd Street & 8th Avenue Southwest Roundabout	Traffic Control/Safety	West King County Areas	Q3 2019	Implementation	
Southeast 176th & Southeast 171st Way Roundabout	Traffic Control/Safety	West King County Areas	Q3 2019	Implementation	
Northeast 165th Street Flood Risk Reduction between 179th Place Northeast and 183rd Place Northeast south of Cottage Lake	Traffic Control/Safety	Bear Creek/Sammamish Area	Q3 2020	Final Design	
Renton Ave Phase III Sidewalk Construction between 68th Avenue South and South 112th Street	Roadside	West King County Areas	Q2 2021	Final Design	
High Collision Sightline Improvements at South 360th Street & 32nd Ave South	Traffic Control/Safety	West King County Areas	Q4 2019	Final Design	

Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
2019-2020 New Guardrail Construction	Roadside	Bear Creek/Sammamish Area; Four Creeks/Tiger Mountain Area; Greater Maple Valley/Cedar River Area; Vashon/Maury Island Area	Q1 2020	Final Design	
2019-2020 Guardrail Preservation	Roadside	Locations TBD by Q2 2020	Q3 2020	Final Design	
Northeast Stillwater Hill Road Preservation	Traffic Control/Safety	Snoqualmie Valley/NE King County Area	Q2 2021	Final Design	
Redmond Ridge Northeast Roundabout at Northeast Alder Crest Drive	Traffic Control/Safety	Bear Creek/Sammamish Area	Q3 2020	Final Design	
South 360 Street & Military Road Roundabout	Traffic Control/Safety	West King County Areas	Q2 2021	Preliminary Design	
218th Ave Southeast Reconstruction from Southeast Auburn Black Diamond Road to Southeast Green Valley Road	Traffic Control/Safety	Bear Creek/Sammamish Area	Q2 2022	Preliminary Design	
Issaquah-Hobart Road Southeast at Southeast May Valley Road Intersection Improvement	Traffic Control/Safety	Four Creeks/Tiger Mountain Area	TBD	Preliminary Design	Funded for design only. County will be seeking funding for construction.
Northeast Woodinville Duvall at West Snoqualmie Valley Northeast	Traffic Control/Safety	Bear Creek/Sammamish Area	TBD	Planning	Funded for study only. County will be seeking funding for construction.

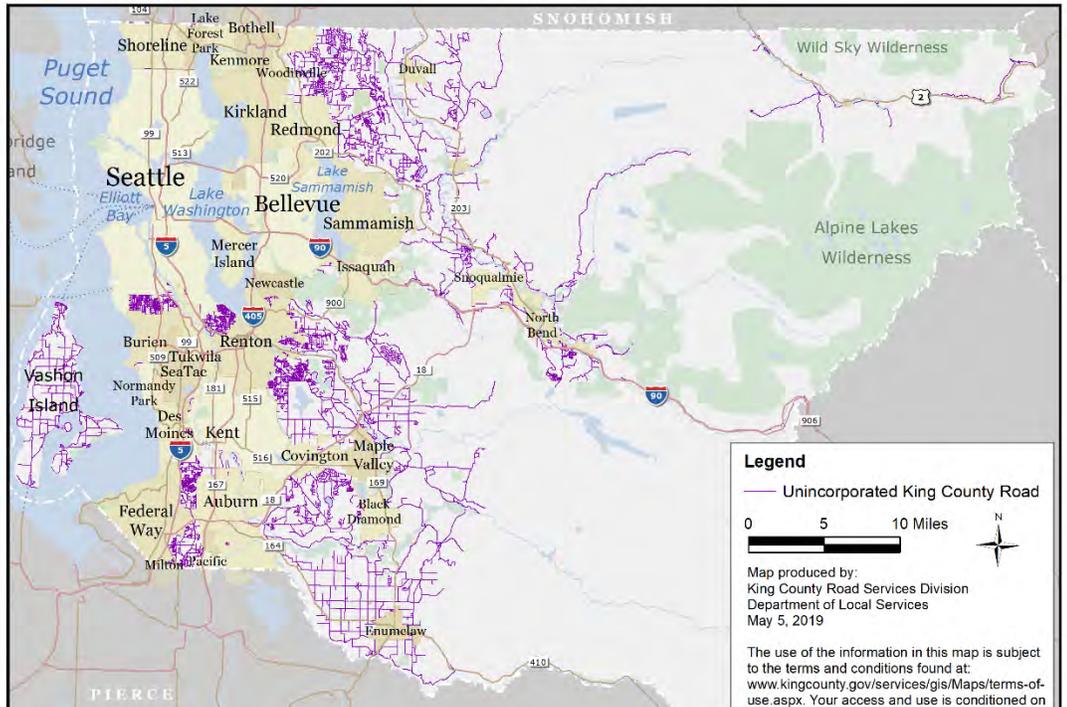
Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
Southeast Kent-Kangley Road at Southeast Landsburg Roundabout	Traffic Control/Safety	Greater Maple Valley/Cedar River Area	TBD	Planning	Funded for study only. County will be seeking funding for construction.
Covington Way Southeast Intersection Improvements Study between Southeast Wax Road and the intersection with 164th Place Southeast	Traffic Control/Safety	SE King County Area	TBD	Planning	Funded for study only. County will be seeking funding for construction.
School Pathway Project 42nd Ave South between South 278th Street and Valhalla Elementary School	Roadside	West King County Areas	Q3 2020	Final Design	
School Pathway Project South 360th Street between 32nd Avenue South and the property line of Sequoyah Middle School	Roadside	West King County Areas	Q3 2020	Final Design	
School Pathway Project South 298th Street between 36th Place South to 39th Place South	Roadside	West King County Areas	Q3 2020	Final Design	
2019 Drainage Preservation	Drainage	All	Various dates for program work.	Status varies for program work	
South 96th Street Stormwater Pipes	Drainage	West King County Areas	Q2 2019	Substantially complete in August 2019	
55th Avenue South Culvert	Drainage	West King County Areas	Q2 2019	Implementation	

Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
south of South 277th Avenue					
Westside Highway near Cove Road	Drainage	Vashon/Maury Island Area	Q3 2019	Substantially completed in September 2019	
Sunset Road Slide Repair near 18711 Sunset Road Southwest	Drainage	Vashon/Maury Island Area	Q3 2019	Implementation	
Flood Control David Powell Road Repair A (Phase I) at 36621 Southeast David Powell Road	Drainage	Snoqualmie Valley/NE King County Area	Q3 2019	Implementation	
Flood Control David Powell Road Repair B (Phase II) on the 34500 block of David Powell Road	Drainage	Snoqualmie Valley/NE King County Area	Q3 2019	Implementation	
Drainage and Pavement Improvements on Old Cascade from Miller River Road to Miller River West Bank	Drainage	Snoqualmie Valley/NE King County Area	Q2 2021	Final Design	
Drainage and Pavement Improvements on Old Cascade to Miller River Bridge East	Drainage	Snoqualmie Valley/NE King County Area	Q2 2021	Final Design	
Flood Control 162th Avenue Southeast at 166th Court Drainage Project Design	Drainage	West King County Areas	Q2 2020	Final Design	
14900 West Snoqualmie Valley Road Northeast Culvert Replacement	Drainage	Snoqualmie Valley/NE King County Area	Q2 2020	Final Design	

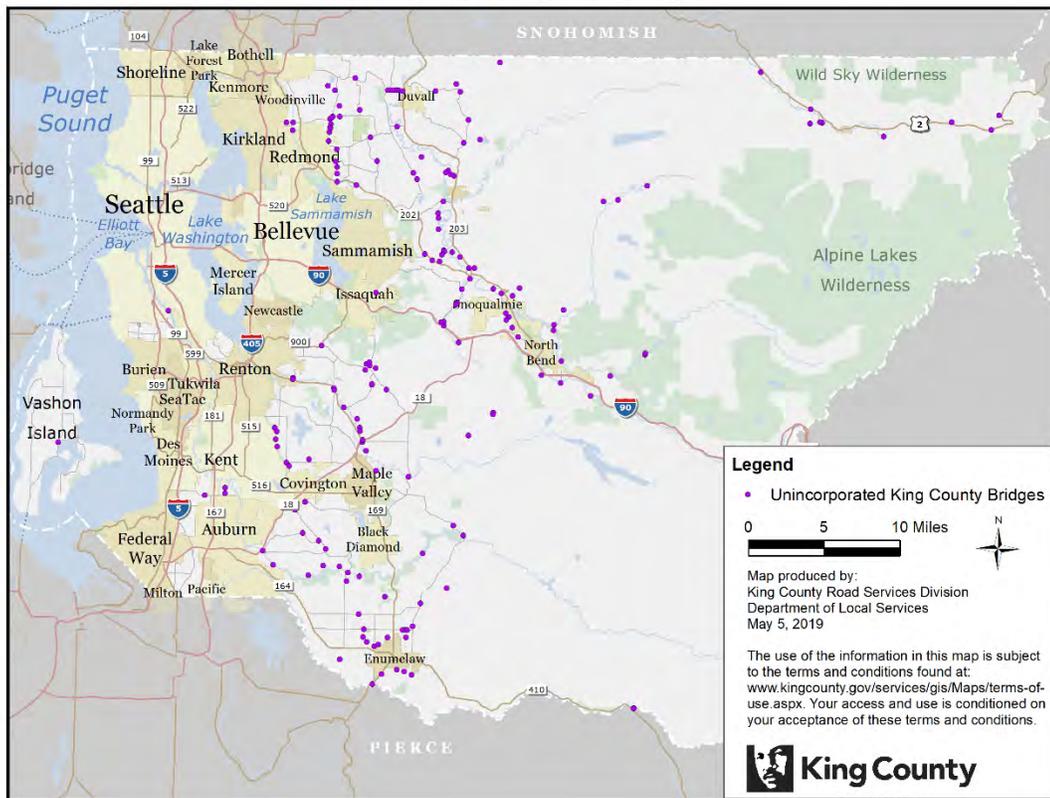
Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
Sahalee at 4600 block Culvert Improvement	Drainage	Bear Creek/Sammamish Area	Q3 2020	Final Design	
Sahalee at 4800 block Drainage Pipe Replacement	Drainage	Bear Creek/Sammamish Area	Q3 2020	Final Design	
Petrovitsky Road and 134th Avenue Southeast Culvert Improvement	Drainage	West King County Areas	Q2 2021	Final Design	
Petrovitsky Road at the 20300 block Culvert Improvement	Drainage	Greater Maple Valley/Cedar River Area	TBD	Final Design	
Petrovitsky Road at 151st Avenue Southeast Culvert Improvement	Drainage	West King County Areas	TBD	Final Design	
Flood Control 380th Place at State Route 164 Culvert Replacement	Drainage	SE King County Area	Q2 2021	Preliminary Design	
180th Avenue at 408th Street Culvert Replacement	Drainage	SE King County Area	TBD	Planning	
185th Avenue Northeast at Northeast 179th Street Culvert Replacement	Drainage	Bear Creek/Sammamish Area	TBD	Planning	Funded for preliminary design.
18430 Northeast 128th Way Culvert Replacement	Drainage	Bear Creek/Sammamish Area	TBD	Planning	
Lake Joy at Northeast 118th Place Culvert Replacement	Drainage	Snoqualmie Valley/NE King County Area	TBD	Preliminary Design	
Northeast Woodinville Duvall Road at Northeast 172nd Culvert Replacement	Drainage	Bear Creek/Sammamish Area	TBD	Planning	

Project Name	Product Family	CSA	Construction Start	Project Status	Additional Information
Avondale and 144th Culvert Replacement	Drainage	Bear Creek/Sammamish Area	TBD	Planning	
165th and 176th Culvert Replacement	Drainage	Bear Creek/Sammamish Area	TBD	Planning	
South 370th Street Culvert Replacement	Drainage	West King County Areas	TBD	Preliminary Design	
33609 Northeast 24th Street Culvert Replacement	Drainage	Snoqualmie Valley/NE King County Area	TBD	Final Design	
317th and Thomas Culvert Replacement	Drainage	SE King County Area	TBD	Preliminary Design	
22233 Northeast 170th Place Culvert Replacement	Drainage	Bear Creek/Sammamish Area	Q3 2019	Physically completed in August 2019	
28278 Green River Road Culvert Replacement	Drainage	West King County Areas	Q3 2020	Implementation	Construction rescheduled for summer 2020 due to delay in materials delivery.
Southeast 432nd Street Culvert Replacement	Drainage	SE King County Area	Construction On Hold	Preliminary Design	Funded for design only. County will be seeking funding for construction.

### Unincorporated King County Roads



### Unincorporated King County Bridges



**King County**

## Surface Water Management

STORMWATER MANAGEMENT	Project Cost	2019-2020 Budget	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
WLSWC Fairwood 11" Pipe Phase 2	\$2.3 million	\$1.7 million	Planned start: Already started, Planned Completion 2022	Reached agreement with Owner re acquisition of parcel. Resumed alternative analysis of a design proposal to both the HOA and DFW	Purchased the property. Resumed design and presented the preferred alternative to WDFW.	Preferred Alternative approved by CIP Committee (Gate 2) . Working towards submitting "permit" plans to regulatory agencies. Prepared work order for demolition of structure (house) of purchased parcel.	Location: Fairwood Park Division 11 , CSA: Four Creeks/Tiger Mountain Area
Rosemont Pond	\$2 million	\$0.8 million	Planned start: Already started, Planned Completion 2022	Flows were bypassed around the pond to reduce the likelihood of failure. Analysis to find alternative location(s) for pond is underway.	Continued investigations to identify possible locations for placing the pond.	Working with WSDOT to see if they can allow new pond on a parcel they are acquiring.	Location: south of NE 50 <sup>th</sup> St. and west of Sahalee Way NE, CSA: Bear Creek/Sammamish Area

STORMWATER MANAGEMENT	Project Cost	2019-2020 Budget	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Riverpoint Drainage	\$2.6 million	\$0.6 million	Planned start: Already started, Planned Completion 2023	Field work and outreach to neighborhood has started to identify the problem and possible solutions.	Completed Gate 1 (Project Charter approved) and started survey for basemap development.	Completed survey and basemap. Working on alternatives analysis.	Location: south of SE 129th St and east of 470th Ave SE, CSA: Snoqualmie Valley/NE King County Area
Horseshoe Lake Flood Reduction	\$0.85 million	\$0.4 million	Planned start: Already started, Planned Completion 2021	SEPA scheduled to be done in mid 2019, detailed design and local permit applications to follow.	SEPA process on hold while awaiting comments from the Muckleshoot Indian Tribe on the draft checklist; detailed design and local permit applications to follow.	Coordination with the Muckleshoot Indian Tribe on the checklist is complete. SEPA process will continue with a projected SEPA Threshold Determination Issuance date of 11-1-2019.	Location: on the county line abutting the west boundary of the City of Black Diamond, CSA: SE King County Area

STORMWATER MANAGEMENT	Project Cost	2019-2020 Budget	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Cemetery Pond Retrofit	\$0.65 million	\$0.2 million	Planned start: Already started, Planned Completion 2020	<p>Parcels have been appraised - acquisition negotiations are ongoing.</p> <p>Ecology Grant funding may be revoked based on Wetland delineation and categorization result of "2". KC to meet with Ecology in May to discuss.</p> <p>If Ecology Grant is rescinded, it could delay the project by 2years or more.</p>	Project was delayed due to the negotiation with DOE. DOE finally agreed to continue the project. Currently, the team is performing alternative analysis. Once the analysis is completed, approval for a selected alternative is needed from DOE.	<p>Acquisition negotiations are ongoing, 2 parcels remain to be acquired;</p> <p>Ecology is requiring that the project design meet Minimum Requirement# 8: Wetlands Protection of the Stormwater Management Manual for Western Washington in order to continue Grant funding. The design team is reviewing Minimum Requirement# 8 and working to generate compliant preliminary designs. Design team will work with KC Permitting Department to ensure that preliminary designs are feasible. Once the analysis is completed, approval for a selected alternative is needed from DOE.</p>	Location: 165th Ave SE & SE 128th St, CSA: Four Creeks/Tiger Mountain Area, CSA: Four Creeks/Tiger Mountain Area



<b>ECOLOGICAL RESTORATION</b>	<b>Project Cost</b>	<b>2019-2020 Budget</b>	<b>Schedule</b>	<b>2019 Q1 - Status</b>	<b>2019 Q2 - Status</b>	<b>2019 Q3 - Status</b>	<b>Geography</b>
Hafner-Barfuse Floodplain Reconnection	\$12,020,000	\$1.0 million	Planned start: Already started Planned Completion 2024	Preliminary Design.	Preliminary Design.	Preliminary Design.	332xx SE REDMOND-FALL CITY RD. CSA Snoqualmie Valley/NE KC
WLER Riverbend Restoration	\$16,400,000	\$10.1 million	Planned start: Already started Planned Completion 2021	Final Design. Construction Planned for 2020.	Final Design. Construction Planned for 2020.	Final Design. Construction Planned for 2020.	17410 SE RENTON MAPLE VALLEY RD CSA Greater Maple Valley/Cedar River
WLER Lones Levee Setback	\$6,500,000	\$5.4 million	Planned start: Already started Planned Completion 2022	Preliminary Design Complete, not yet baselined.	Preliminary Design Complete, not yet baselined.	Final design in process. Construction 2020 possible, but requires outside funding not yet approved.	172xx SE GREEN VALLEY RD. CSA SE King County
WLER Frew Floodplain Reconnect	\$17,630,000	\$1.8 million	Planned start: Already started Planned Completion 2025	Preliminary Design.	Preliminary Design.	Preliminary Design.	34xx TOLT AVE, Carnation. CSA Snoqualmie Valley/NE KC

<b>ECOLOGICAL RESTORATION</b>	<b>Project Cost</b>	<b>2019-2020 Budget</b>	<b>Schedule</b>	<b>2019 Q1 - Status</b>	<b>2019 Q2 - Status</b>	<b>2019 Q3 - Status</b>	<b>Geography</b>
Phase 2 Maury Island Reserve Armoring Removal	\$1,624,300	\$1.3 million	Already started Planned Completion 2021	Preliminary Design.	Preliminary Design.	Preliminary Design.	9500 SW DOCK ST, Maury Island. CSA Vashon/Maury Island
Little Bit	\$600,000	\$0.6 million	Already started Planned Completion 2022	Planning Phase.	Planning Phase.	Planning Phase.	18669 NE 106TH ST. CSA Bear Creek/Sammamish
Patterson Creek	\$2,700,000	\$0.6 million	Already started Planned Completion 2022	Preliminary Design.	Preliminary Design.	Preliminary Design.	18xx REDMOND FALL CITY RD. CSA Snoqualmie Valley/NE KC
Rutledge Johnson partial levee removal	\$3,125,000	\$0.9 million	Planned start: Already started Planned Completion TBD	Feasibility and Data collection.	Feasibility and Data collection.	Feasibility and Data collection.	200xx 218TH PL SE. CSA Greater Maple Valley/Cedar River
Jan Road Restoration	\$2,400,000	\$1 million	Planned start: 4th Q 2019 Planned Completion 2024	Feasibility and Data collection.	Feasibility and Data collection.	Feasibility and Data collection.	195xx 221ST AVE SE. CSA Greater Maple Valley/Cedar River



Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Pinnacle Peak Trail Improvements	Construct trailhead parking area at the south side of Pinnacle Peak.	Funded through previous budget appropriation	\$4,933	\$0	Completed Q1 2019	SE King County Area	Project closeout pending approval of additional mitigation requirements from DLS
Five Mile Lake Pavement and Curb Repair	Asphalt repair on both entry ways (Park and KC Shop). Replace all curbing and bumper blocks in the main parking lot.	\$165,000	\$155,909	\$116,921	Completed Q2 2019	West King County Area	Construction completed
Little Lake Forest Demolition	Abatement and demolition of all structures on the Dyar property.	\$300,000	\$181,907	\$181,907	Closeout Q3 2019	SE King County Area	Project closed

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Steve Cox Tennis Lighting	Replace lighting at the tennis courts.	\$230,000	\$326,999	\$6,382	Q4 2019	West King County Area	Construction completed in Q3 2019 Punchlist to be completed in Q4 2019
Snoqualmie Valley Trail Bridge 2178-9	This project is to replace backwall planks and secure a deck panel on bridge 2178-9	\$30,000	\$2,961	\$1,643	Closeout Q2 2019	Snoqualmie Valley/NE King County Area	Project closed

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Maury Island - Phase 1A Trail Capping	Cap all trails with gravel and soil per the approved Cleanup Action Plan.	\$1,000,000	\$2,034,864	\$15,930	Q4 2019	Vashon/Maury Island Area	Project being completed in 2 separate phases. Construction in progress.

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Maury Island - Phase 1B Parking Area Improvements	Cap the former skeet range with gravel to create a parking area per the approved Cleanup Action Plan.	\$1,000,000	\$2,034,864	\$15,930	Q3 2020	Vashon/Maury Island Area	Project being completed in 2 separate phases
Petrovitsky Park Play Area Rehab	Rehabilitate the two existing play areas at Petrovitsky Park.	\$575,000	\$557,624	\$469,797	Q4 2019	West King County Area	Construction in progress and on schedule.

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Snoqualmie Valley Trail Bridge 2178-19	Upgrade to 3 pack of stringers and replace rotten portions	\$90,000	\$213,257	\$2,576	Q4 2019	Snoqualmie Valley/NE King County Area	

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Black Diamond Open Space (BDOS) bridge replacement	Replacement of bridge	Funded through parks facility rehab	\$367	\$47,904	Q3 2020	Greater Maple Valley/Cedar River Area	Permit submittal underway; timing of construction dependent on permits
Clay Pit Road@Coal Creek Culvert Replacement	Replace the culvert at Clay Pit Road for Coal Creek with fish passable culvert permit dependent.	Funded through previous budget appropriation	\$36,033	\$2,456	Q3 2020	Four Creek/Sammamish Area	Permits received.

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Dockton Park Dock Rehabilitation	Implement updates to dock including structural cross members, new pump out, waterline work and 2 pile replacements. Project will also study the long term replacement/reconfiguration/rehabilitation options.	\$500,000	\$1,029,508	\$12,758	TBD	Vashon/Maury Island Area	Assessing scope of project and permits needed given extensive winter damage.
Green River Trail Extension	Preliminary design to extend the Green River Trail north from Cecil Moses Park to the Duwamish River Trail (Seattle).	\$400,000	\$443,425	\$7,269	Q3 2020	West King County Area	Design work will begin in Q4 2019
Five Mile Lake Park Restroom Repair	Interim repairs to existing restroom until full rehab can be done as part of the next 6-Year CIP.	Funded through previous budget appropriation	\$77,821	\$7,269	Q4 2019	West King County Area	

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Duthie Hill Shop Garage Addition	Construct two car garage addition.	\$80,000	\$34,389	\$1,754	Q1 2020	Snoqualmie Valley/NE King County Area	
Cedar Grove Road Trailhead	Investigate feasibility of constructing a trailhead parking area off Cedar Grove Road for access to the Cedar River Trail.	Funded through previous budget appropriation	\$114,794	\$10,654	Q4 2019	Greater Maple Valley/Cedar River Area	

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Maury Island Trailhead Design (part of 1B)	Supplemental funds for the design of a parking area in the Maury Island Natural Areas.	Funded through previous budget appropriation	\$2,077,275	\$17,261	Q3 2020	Vashon/Maury Island Area	Date adjusted based on need to divide into two separate contracts, because bidder qualifications differ for each project.
Snoqualmie Valley Trail Bridge 2178-16	Remove and replace rotten stringers. Add stringers where needed	\$90,000	\$89,925	\$3,436	Q1 2020	Snoqualmie Valley/NE King County Area	

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Snoqualmie Valley Trail Bridge 2178-21	Remove and replace rotten stringers. Add stringers where needed	\$90,000	\$89,586	\$2,260	Q1 2020	Snoqualmie Valley/NE King County Area	
Northshore Athletic Fields Parking Lot Drainage Improvements	Drainage improvement, re-grade gravel lot, paving ADA stalls, and wheel stops.	\$95,000	\$91,572	\$0	Q2 2020	Bear Creek/Sammamish Area	

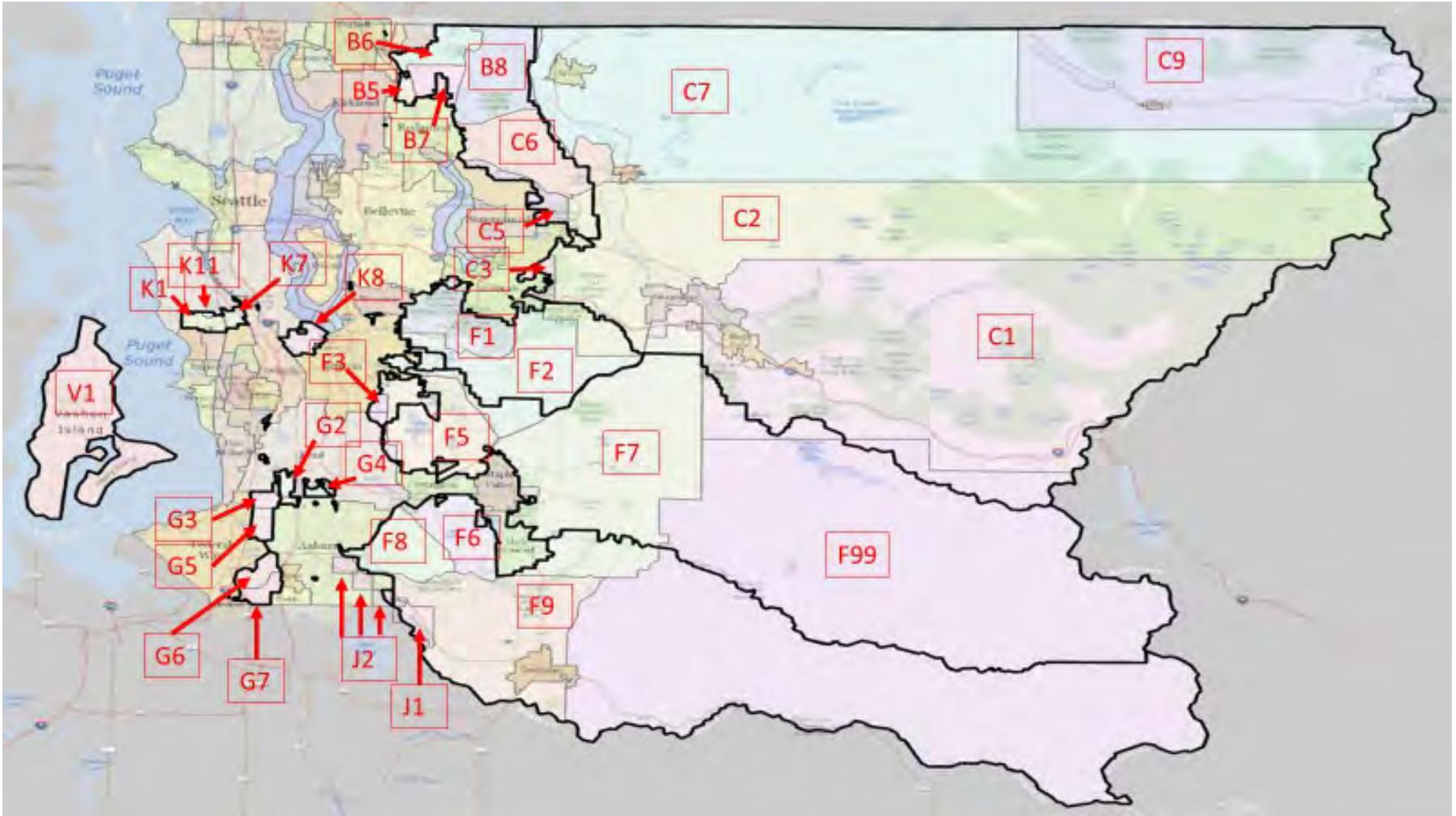
Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Maplewood Pathway Paving	Repave pathways throughout Maplewood Park.	\$250,000	\$243,691	\$1,472	Q2 2020	West King County Area	
Coalfield Park Restroom Replacement	Replace existing restroom with a prefabricated building.	\$300,000	\$491,385	\$2,740	Q2 2020	Four Creek/Sammamish Area	
Steve Cox Restroom Replacement	Add four Portland Loo restroom units, two near the stadium and two near the playground.	\$200,000	\$748,576	\$125,371	Q2 2020	West King County Area	

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Cougar Precipice Trailhead	Construction a trailhead parking lot at the Cougar Precipice Trailhead.	\$1,050,000	\$1,506,402	\$12,634	Q3 2020	Four Creeks/Tiger Mountain Area	Timing of construction dependent on DLS permit issuance.
Skyway Park Improvements	Construct improvements throughout the park including a mini-mod soccer field, new playground, and general ADA access improvements.	\$1,100,000	\$1,647,085	\$3,747	Q3 2020	West King County Area	Timing of construction dependent on DLS permit issuance. Permit application submitted August 2019.
Skyway Park Play Area Rehab	Rehabilitate the existing playground at Skyway Park. This project has been combined with the larger set of improvements in the park.	Funded through previous budget appropriation	\$1,727,194	\$3,747	Q3 2020	West King County Area	

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Location and CSA	Project Notes
Foothills Regional Trail Segment A	This phased project is the design and construction of a trail extension from the City of Enumclaw to the historic Boise Creek Bridge.	\$5,000,000	\$8,636,183	\$1,123,081	Q4 2020	SE King County Area	Construction in progress and on schedule. A 3/4 mile section of trail is substantially complete and construction will continue into next year.

# Map of King County Sheriff patrol districts and Community Service Areas

When reporting on CSA level Dispatched Calls for Service, we do not attempt to divide districts, or distribute the calls, in those cases where Patrol Districts span multiple CSAs with clear population in both. For Example: District F2 has populated areas in both Four Creeks and the Greater Maple Valley, so we count the calls for service in each CSA's wrap-up.



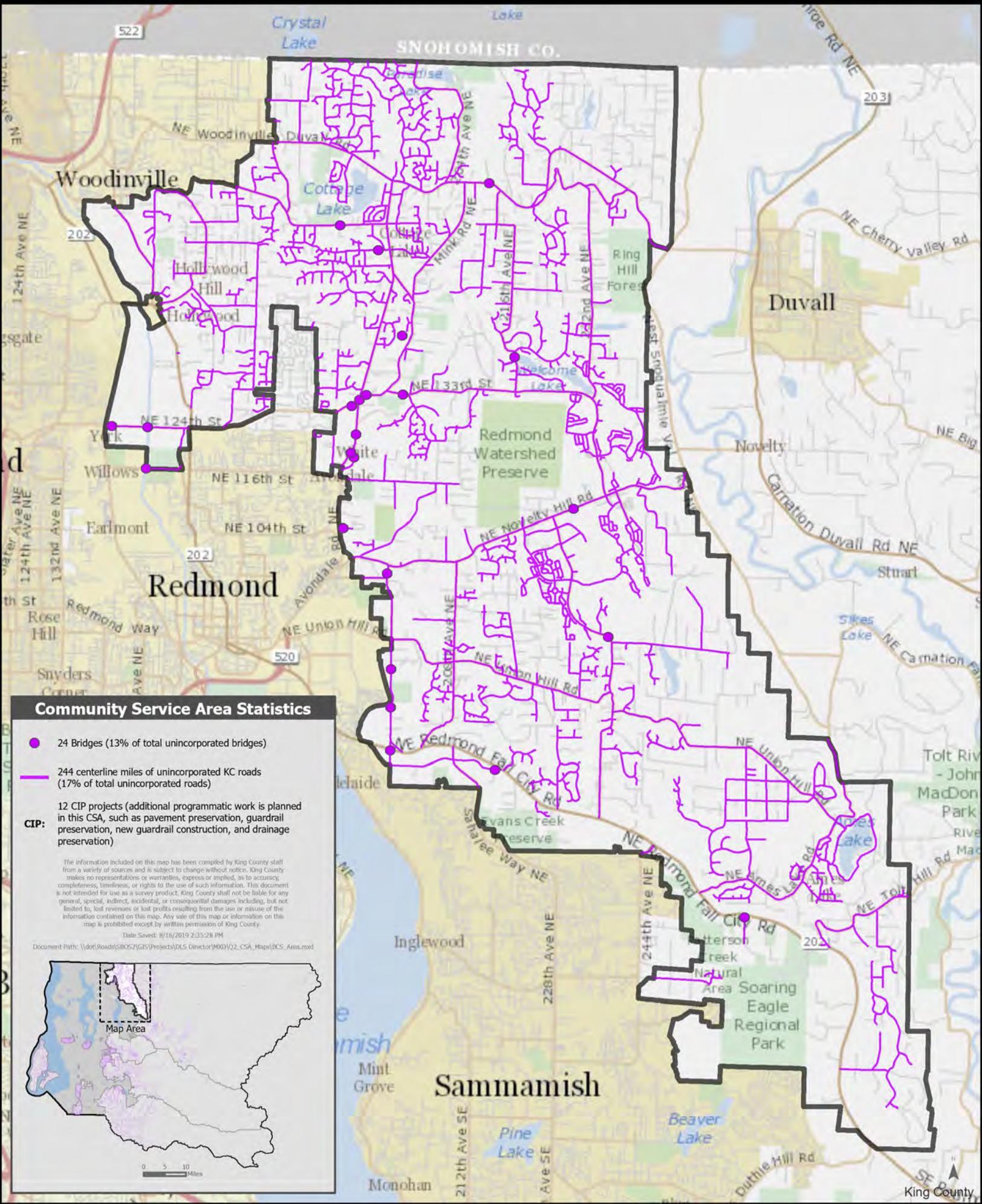
## Community Service Areas

King County has both incorporated areas (cities) and unincorporated areas. Unincorporated King County is divided into seven Community Service Areas:

- Bear Creek/Sammamish Area
- Four Creeks/Tiger Mountain
- Greater Maple Valley Valley/Cedar River Area
- SE King County Area
- Snoqualmie Valley/NE King County Area
- Vashon/Maury Island
- West King County Areas



# Bear Creek / Sammamish Area



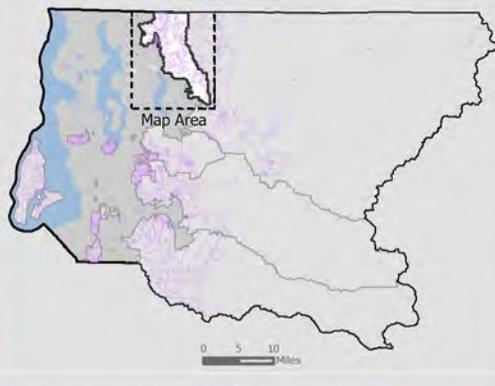
## Community Service Area Statistics

- 24 Bridges (13% of total unincorporated bridges)
  - 244 centerline miles of unincorporated KC roads (17% of total unincorporated roads)
  - 12 CIP projects (additional programmatic work is planned in this CSA, such as pavement preservation, guardrail preservation, new guardrail construction, and drainage preservation)
- CIP:**

The information included on this map has been compiled by King County staff from a variety of sources and is subject to change without notice. King County makes no representations or warranties, express or implied, as to accuracy, completeness, timeliness, or rights to the use of such information. This document is not intended for use as a survey product. King County shall not be liable for any general, special, indirect, incidental, or consequential damages including, but not limited to, lost revenues or lost profits resulting from the use or misuse of the information contained on this map. Any sale of this map or information on this map is prohibited except by written permission of King County.

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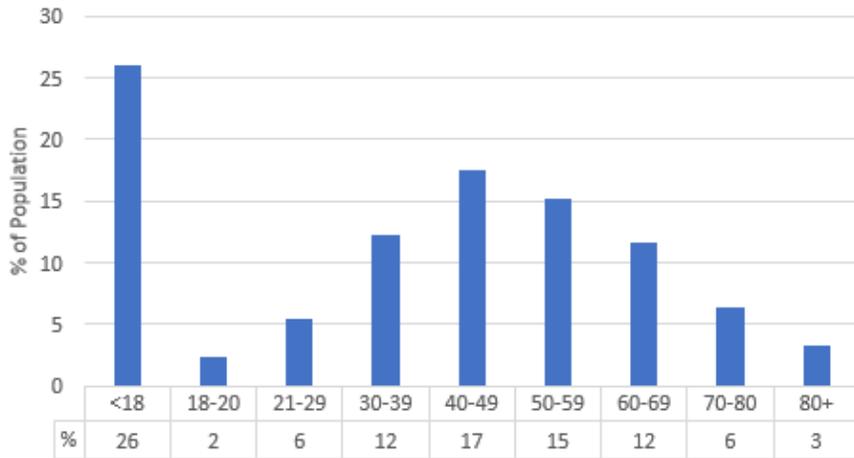


# Profile on: Bear Creek/Sammamish CSA

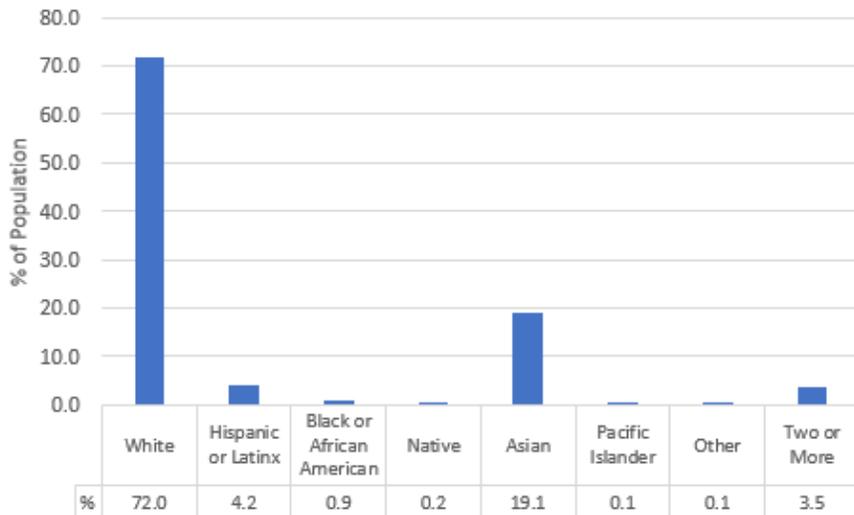
## People

Population est.: 44,361  
50% Female 50% Male

### Age



### Race and Ethnicity



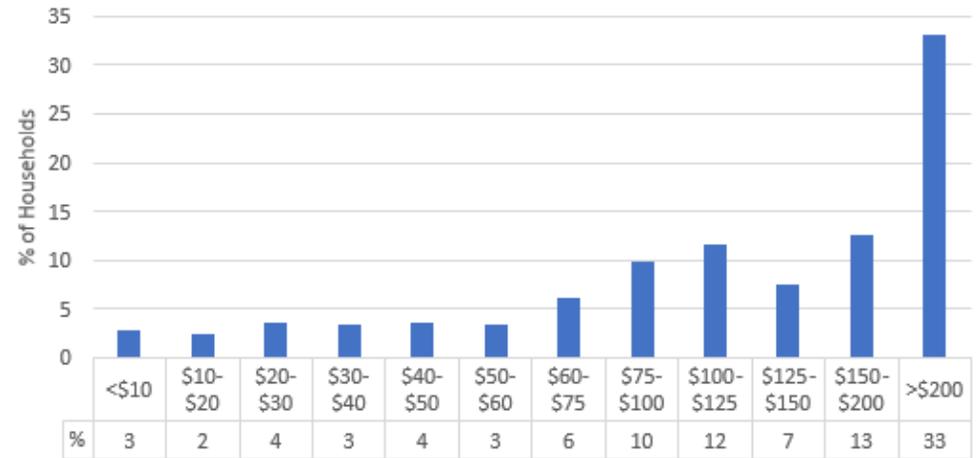
## Households

Households est.: 16,090  
Housing Units est.: 16,721  
Median Household Income est.: \$136,104

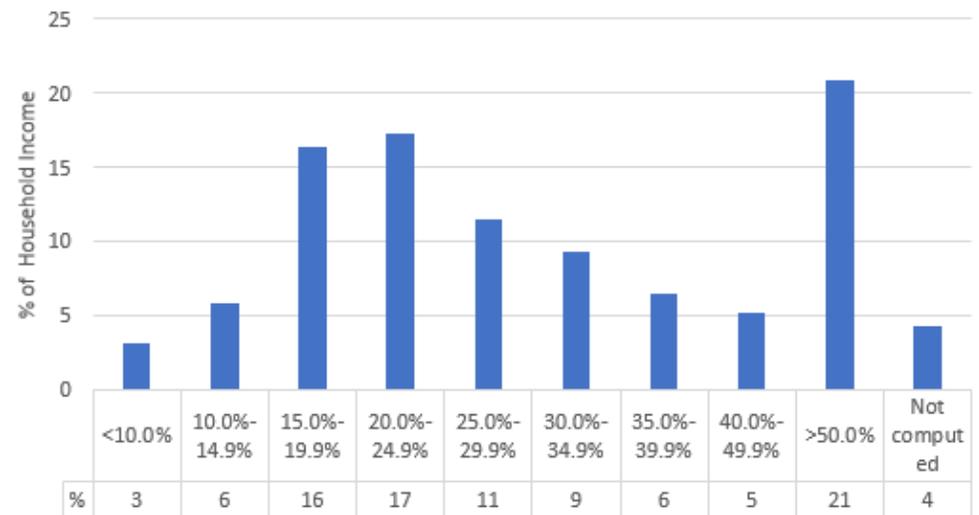
### Tenure (Rent vs. Own)



### Household Income Range (1000s)



### Rent as a Percentage of Household Income



Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

## Bear Creek/Sammamish

The Bear Creek/Sammamish area is a rural area east of Woodinville, Redmond and Sammamish. It includes the Redmond Ridge Urban Planned Development and the Sammamish Valley Agriculture Production District.



## How did we serve the Bear Creek/Sammamish CSA?

### King County Sheriff (KCSO)

The King County Sheriff's Office has provided the number of Dispatched Calls for Service in unincorporated King County by patrol district. The table below lists the number of calls by district that are at least partially included in this CSA. Dispatched Calls for Service are calls received in the Sheriff's Office Communications Center that result in the dispatch of one or more patrol units.

Dispatched Calls for Service				
Patrol District	Q1	Q2	Q3	Q4
B5	19	15	25	
B6	218	250	228	
B7	120	144	149	
B8	251	299	304	
C5	23	30	82	
C6	396	463	549	
Combined (per 1000 Residents)	23.1	27.0	30.5	

### Roads and Bridges

	Q1	Q2	Q3	Q4
<b>Bridge</b>				
Bridge Inspections and Analysis		2	5	

### Permitting

	Q1	Q2	Q3	Q4
<b>Permits Issued</b>				
Trade	147	248	180	
Residential Building	43	48	57	
Commercial Building	10	11	17	
Land Use / Other	18	37	27	
<b>Total</b>	<b>218</b>	<b>344</b>	<b>281</b>	
<b>Code Enforcement</b>				
Backlog of Cases in Voluntary Compliance			61	
New Cases Opened			51	

### Regional Animal Services

	Q1	Q2	Q3	Q4
<b>Field Service Patrol (Priority 1-3 Calls)</b>				
Field Activity Counts		8		

### On-site Sewage System and Gas Plumbing and Piping

	Q1	Q2	Q3	Q4
<b>Permitting</b>				
OSS Design Applications (Volume and Percent Responded Under 60 Days)		13	21	
OSS Installation Permits		21	15	
Remodel/New use Proposal OSS Reviews		27	23	
Subdivision Permit Reviews		0	0	

## Surface Water Management

	Q1	Q2	Q3	Q4
<b>Inspection and Maintenance of Existing Facilities</b>				
Inspections (Maintained by SWS)	74	22	36	
Inspections (Commercial Facilities)	1	59	57	

## Parks

	Q1	Q2	Q3	Q4
<b>Parks</b>				
Acreage		223	223	

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## What are we building in the Bear Creek/Sammamish CSA?

In addition to providing local services in the Bear Creek/Sammamish area, King County agencies are investing in multiple infrastructure construction and maintenance projects. The descriptions of these projects and their quarterly updates are detailed by service partner in the matrices below.

### Roads and Bridges

Total product category costs can be found in the unincorporated King County regional CIP section, beginning on page 20. A subset of Roads capital projects underway within the Bear Creek/Sammamish CSA is provided below for illustrative purposes.

Project Name	Product Family	Construction Start	Project Status	Additional Information
2018 Countywide Pavement Preservation	Roadway	Q3 2018	Substantially completed in September 2019	
2019 Countywide Pavement Preservation	Roadway	Q3 2019	Implementation	
Northeast 165th Street Flood Risk Reduction between 179th Place Northeast and 183rd Place Northeast south of Cottage Lake	Traffic Control/Safety	Q3 2020	Final Design	
2019-2020 New Guardrail Construction	Roadside	Q1 2020	Final Design	

Project Name	Product Family	Construction Start	Project Status	Additional Information
Redmond Ridge Northeast Roundabout at Northeast Alder Crest Drive	Traffic Control/Safety	Q3 2020	Final Design	
218th Ave Southeast Reconstruction from Southeast Auburn Black Diamond Road to Southeast Green Valley Road	Traffic Control/Safety	Q2 2022	Preliminary Design	
Northeast Woodinville Duvall at West Snoqualmie Valley Northeast	Traffic Control/Safety	TBD	Planning	Funded for study only. County will be seeking funding for construction.
2019 Drainage Preservation	Drainage	Various dates for program work.	Status varies for program work	
Sahalee at 4600 block Culvert Improvement	Drainage	Q3 2020	Final Design	
Sahalee at 4800 block Drainage Pipe Replacement	Drainage	Q3 2020	Final Design	
185th Avenue Northeast at Northeast 179th Street Culvert Replacement	Drainage	TBD	Planning	Funded for preliminary design.

Project Name	Product Family	Construction Start	Project Status	Additional Information
18430 Northeast 128th Way Culvert Replacement	Drainage	TBD	Planning	
Northeast Woodinville Duvall Road at Northeast 172nd Culvert Replacement	Drainage	TBD	Planning	
Avondale and 144th Culvert Replacement	Drainage	TBD	Planning	
165th and 176th Culvert Replacement	Drainage	TBD	Planning	
22233 Northeast 170th Place Culvert Replacement	Drainage	Q3 2019	Physically completed in August 2019	

## Surface Water Management

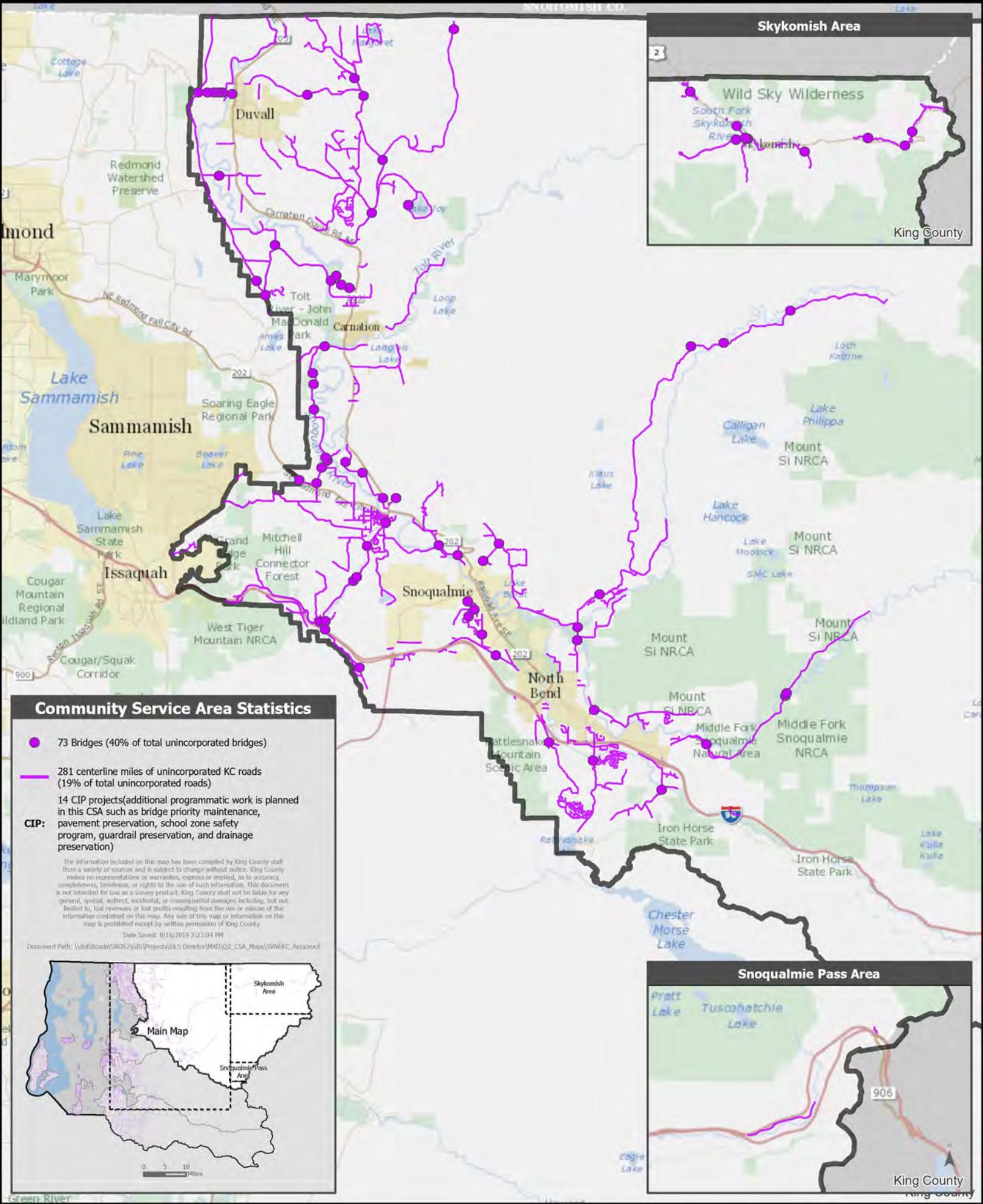
STORMWATER MANAGEMENT	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Rosemont Pond	\$2 million	Planned start: Already started, Planned Completion 2022	Flows were bypassed around the pond to reduce the likelihood of failure. Analysis to find alternative location(s) for pond is underway.	Continued investigations to identify possible locations for placing the pond.	Working with WSDOT to see if they can allow new pond on a parcel they are acquiring.	Location: south of NE 50 <sup>th</sup> St. and west of Sahalee Way NE, CSA: Bear Creek/Sammamish Area

ECOLOGICAL RESTORATION	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Little Bit	\$600,000	Planned start: Already started Planned Completion 2022	Planning Phase.	Planning Phase.	Planning Phase.	18669 NE 106TH ST. CSA Bear Creek/Sammamish

## Parks

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Clay Pit Road@Coal Creek Culvert Replacement	Replace the culvert at Clay Pit Road for Coal Creek with fish passable culvert permit dependent.	Funded through previous budget appropriation	\$36,033	\$2,456	Q3 2020	Permits received.
Northshore Athletic Fields Parking Lot Drainage Improvements	Drainage improvement, re-grade gravel lot, paving ADA stalls, and wheel stops.	\$95,000	\$91,572	\$0	Q2 2020	
Coalfield Park Restroom Replacement	Replace existing restroom with a prefabricated building.	\$300,000	\$491,385	\$2,740	Q2 2020	

# Snoqualmie Valley / NE King County Area



### Community Service Area Statistics

- 73 Bridges (40% of total unincorporated bridges)
- 281 centerline miles of unincorporated KC roads (19% of total unincorporated roads)
- 14 CIP projects (additional programmatic work is planned in this CSA such as bridge priority maintenance, pavement preservation, school zone safety program, guardrail preservation, and drainage preservation)

**CIP:**

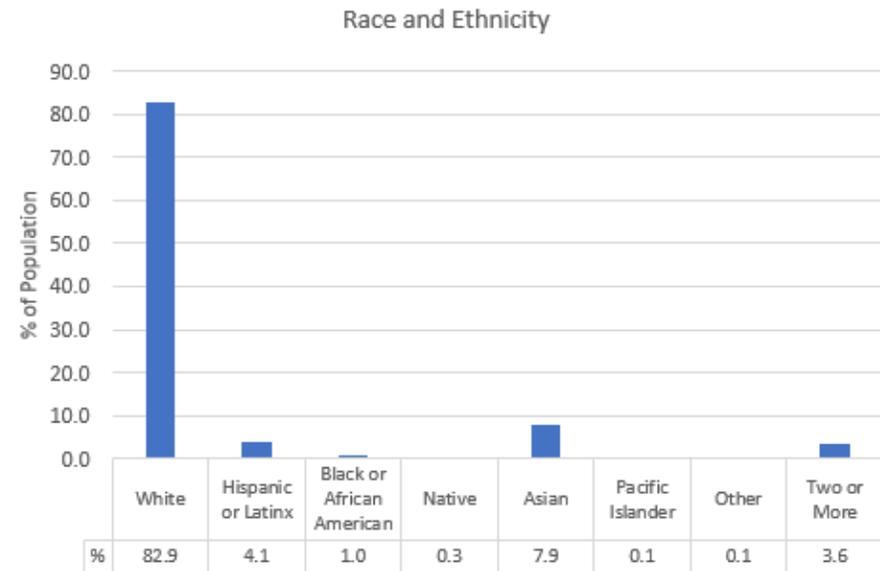
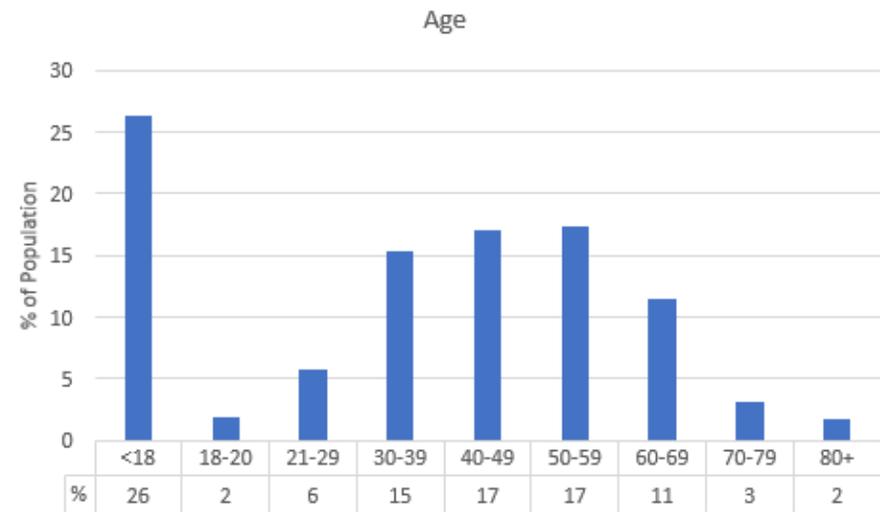
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# Profile on: Snoqualmie Valley/NE King County CSA

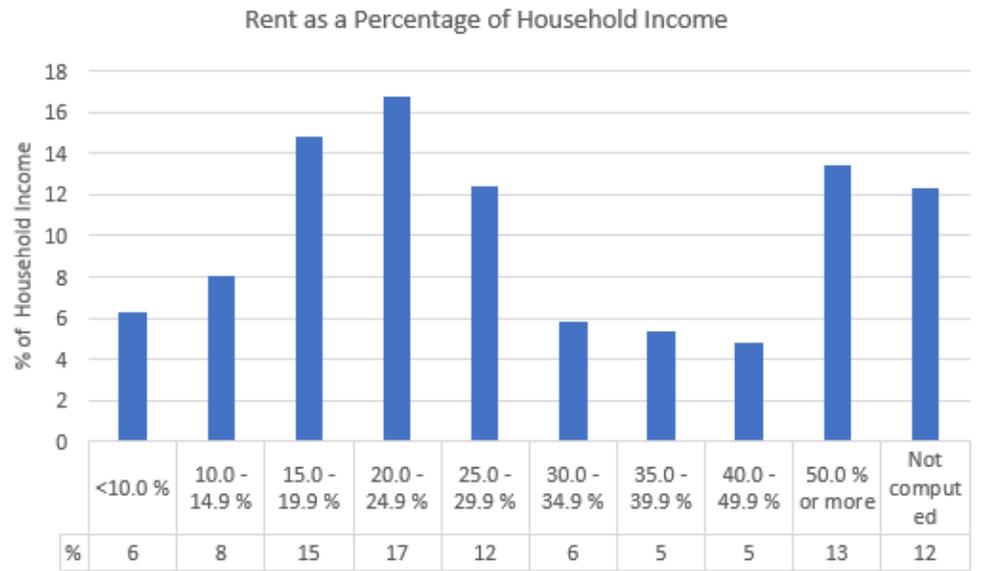
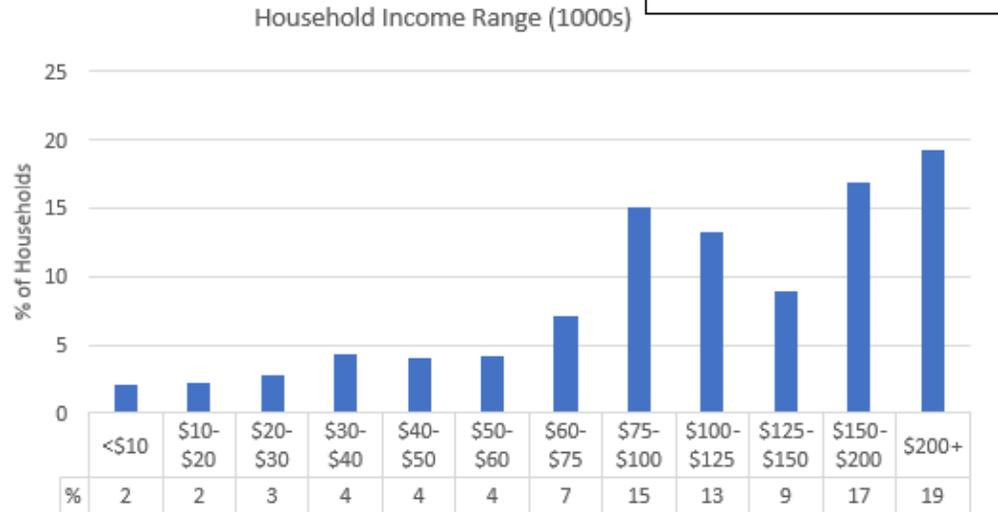
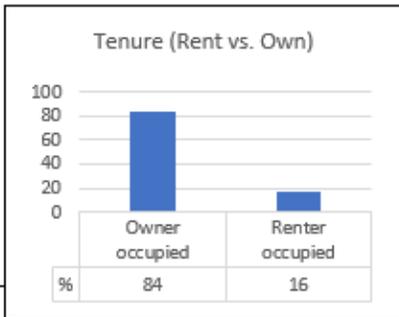
## People

Population est.: 47,070  
49% Female 51% Male



## Households

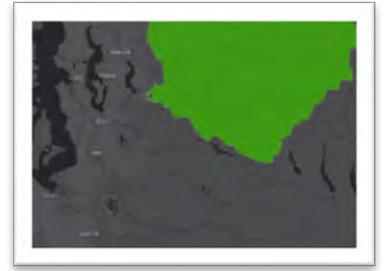
Households est.: 17,039  
Housing Units est.: 19,285  
Median Household Income est.: \$109,264



Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

## Snoqualmie Valley/NE King County

The Snoqualmie Valley/NE King County CSA is a rural area that surrounds the rural cities of Duvall, Carnation, Snoqualmie, North Bend, and Skykomish, plus the rural villages of Fall City and Snoqualmie Pass. Its eastern part is the Snoqualmie Valley, which has the Snoqualmie Valley Agriculture Production District and several rural cities and towns. Much of the land area is in the forested Cascade Range, with parts of the Mount Baker-Snoqualmie National Forest and the Alpine Lakes Wilderness Area.



### Snoqualmie Valley/NE King County Summary

As Local Services begins to disaggregate performance measures and further develops its understanding of community interests and needs, we will develop thoughtful summaries of service for each community service area. In the tables below, grayed out measures indicate that no CSA level data is available for those measures.

## How did we serve the Snoqualmie Valley/NE King County CSA?

### King County Sheriff (KCSO)

The KCSO has provided the number of Dispatched Calls for Service in unincorporated King County by patrol district. Included in the table below is the number of calls by district that are at least partially included in this CSA. Dispatched Calls for Service are calls received in the KCSO Communications Center which result in one or more patrol units being dispatched.

Dispatched Calls for Service				
Patrol District	Q1	Q2	Q3	Q4
C6	396	463	549	
C1	352	417	465	
C2	333	337	421	
C3	21	31	12	
C7	213	213	259	
C9	31	31	51	
Combined (per 1000 Residents)	28.6	25.6	37.4	

## Roads and Bridges

	Q1	Q2	Q3	Q4
Bridge				
Bridge Inspections and Analysis		11	27	

## Permitting

	Q1	Q2	Q3	Q4
Permits Issued				
Trade	61	87	88	
Residential Building	52	46	45	
Commercial Building	10	11	12	
Land Use / Other	27	54	45	
<b>Total</b>	<b>150</b>	<b>198</b>	<b>190</b>	
Code Enforcement				
Backlog of Cases in Voluntary Compliance			143	
New Cases Opened			62	

## Regional Animal Services

	Q1	Q2	Q3	Q4
Field Service Patrol (Priority 1-3 Calls)				
Field Activity Counts		4		

### On-site Sewage System and Gas Plumbing and Piping

	Q1	Q2	Q3	Q4
<b>Permitting</b>				
OSS Design Applications (Volume and Percent Responded Under 60 Days)		20	6	
OSS Installation Permits		30	26	
Remodel/New use Proposal OSS Reviews		30	15	
Subdivision Permit Reviews		2	0	

### Surface Water Management

	Q1	Q2	Q3	Q4
<b>Inspection and Maintenance of Existing Facilities</b>				
Investigations (Maintained by SWS)	20	6	5	
Inspections (Commercial Facilities)	0	36	23	

### Parks

	Q1	Q2	Q3	Q4
<b>Parks</b>				
Acreage		87.9	87.9	

## What are we building in the Snoqualmie Valley/NE King County CSA?

In addition to providing local services in the Snoqualmie Valley/NE King County CSA, King County agencies are investing in multiple infrastructure construction and maintenance projects. The descriptions of these projects and their quarterly updates are detailed by service partner in the matrices below.

### Roads and Bridges

Total product category costs can be found in the unincorporated King County regional CIP section, beginning on page 20. A subset of Roads capital projects underway within the Snoqualmie Valley/NE King County CSA is provided below for illustrative purposes.

Project Name	Product Family	Construction Start	Project Status	Additional Information
Foss River Bridge #2605A Painting	Bridge	Q3 2019	Substantially completed in September 2019	
Woodinville Duvall Bridge #1136E Deck Repair	Bridge	Q3 2019	Substantially completed in September 2019	
Upper Tokul Creek Bridge #271B Replacement	Bridge	Q2 2022	Preliminary Design	
Ames Lake Trestle Bridge #1320A Replacement	Bridge	Q2 2023	Preliminary Design	

Project Name	Product Family	Construction Start	Project Status	Additional Information
Baring Bridge #509A Replacement	Bridge	Q4 2024	Preliminary Design	
Fish Hatchery Bridge #61B Emergent Repair	Bridge	TBD	Planning	Funded for design only. County will be seeking funding for construction.
2017-2018 Guardrail Preservation	Roadside	Q2 2019	Implementation	
Northeast Stillwater Hill Road Preservation	Traffic Control/Safety	Q2 2021	Final Design	
Flood Control David Powell Road Repair A (Phase I) at 36621 Southeast David Powell Road	Drainage	Q3 2019	Implementation	
Flood Control David Powell Road Repair B (Phase II) on the 34500 block of David Powell Road	Drainage	Q3 2019	Implementation	
Drainage and Pavement Improvements on Old Cascade from Miller River Road to Miller River West Bank	Drainage	Q2 2021	Final Design	

Project Name	Product Family	Construction Start	Project Status	Additional Information
Drainage and Pavement Improvements on Old Cascade to Miller River Bridge East	Drainage	Q2 2021	Final Design	
14900 West Snoqualmie Valley Road Northeast Culvert Replacement	Drainage	Q2 2020	Final Design	
Lake Joy at Northeast 118th Place Culvert Replacement	Drainage	TBD	Preliminary Design	
33609 Northeast 24th Street Culvert Replacement	Drainage	TBD	Final Design	

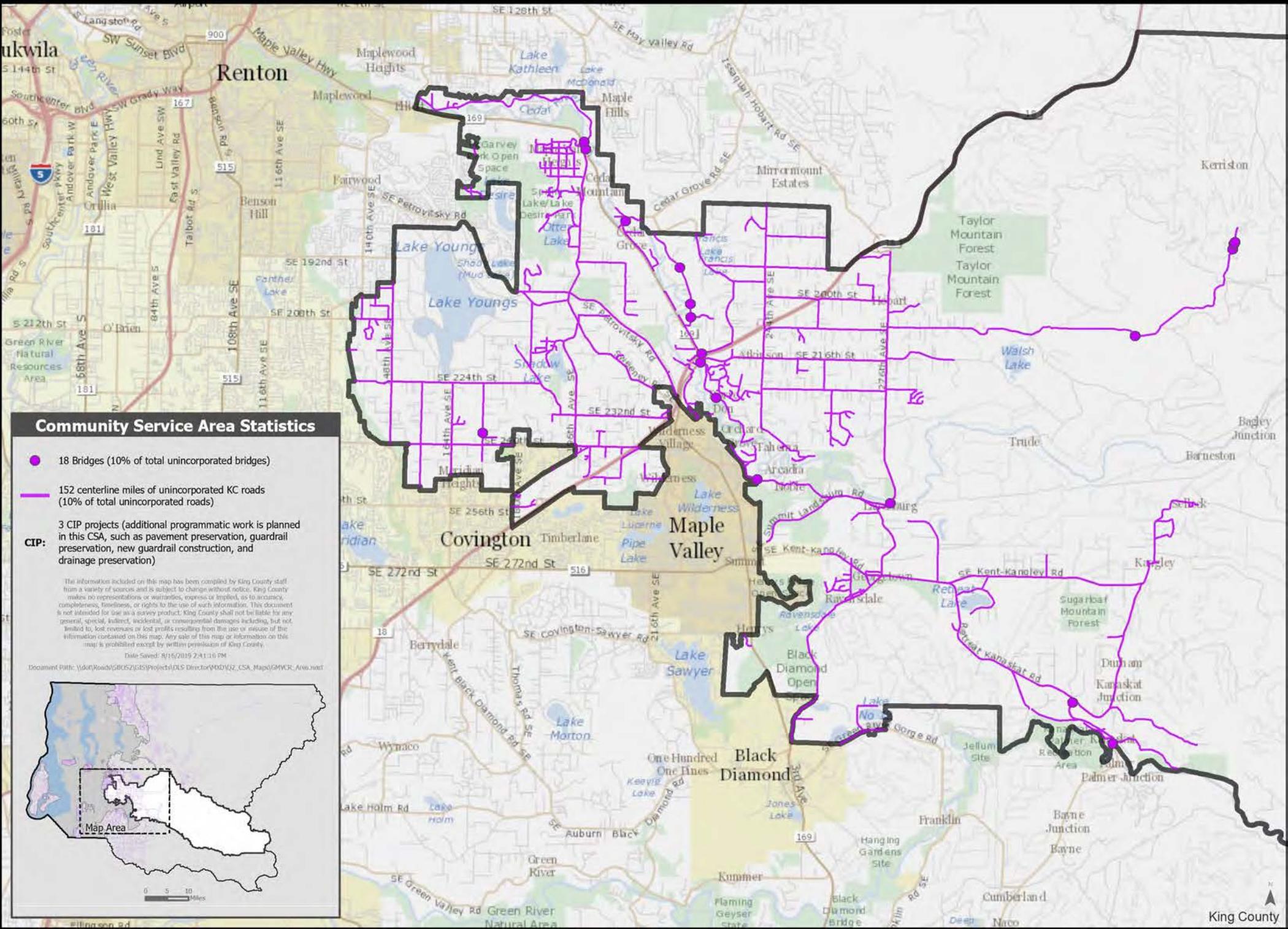
## Surface Water Management

ECOLOGICAL RESTORATION	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Hafner-Barfuse Floodplain Reconnection	\$12,020,000	Planned start: Already started Planned Completion 2024	Preliminary Design.	Preliminary Design.	Preliminary Design.	332xx SE REDMOND-FALL CITY RD. CSA Snoqualmie Valley/NE KC
WLER Frew Floodplain Reconnect	\$17,630,000	Planned start: Already started Planned Completion 2025	Preliminary Design.	Preliminary Design.	Preliminary Design.	34xx TOLT AVE, Carnation. CSA Snoqualmie Valley/NE KC
Patterson Creek	\$2,700,000	Planned start: Already started Planned Completion 2022	Preliminary Design.	Preliminary Design.	Preliminary Design.	18xx REDMOND FALL CITY RD. CSA Snoqualmie Valley/NE KC

## Parks

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Snoqualmie Valley Trail Bridge 2178-9	This project is to replace backwall planks and secure a deck panel on bridge 2178-9	\$30,000	\$2,961	\$1,643	Closeout Q2 2019	Project closed
Snoqualmie Valley Trail Bridge 2178-19	Upgrade to 3 pack of stringers and replace rotten portions	\$90,000	\$213,257	\$2,576	Q4 2019	
Duthie Hill Shop Garage Addition	Construct two car garage addition.	\$80,000	\$34,389	\$1,754	Q1 2020	
Snoqualmie Valley Trail Bridge 2178-16	Remove and replace rotten stringers. Add stringers where needed	\$90,000	\$89,925	\$3,436	Q1 2020	
Snoqualmie Valley Trail Bridge 2178-21	Remove and replace rotten stringers. Add stringers where needed	\$90,000	\$89,586	\$2,260	Q1 2020	

# Greater Maple Valley / Cedar River Area



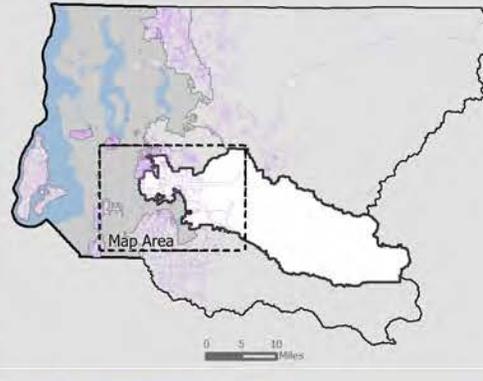
## Community Service Area Statistics

- 18 Bridges (10% of total unincorporated bridges)
- 152 centerline miles of unincorporated KC roads (10% of total unincorporated roads)
- 3 CIP projects (additional programmatic work is planned in this CSA, such as pavement preservation, guardrail preservation, new guardrail construction, and drainage preservation)

**CIP:**

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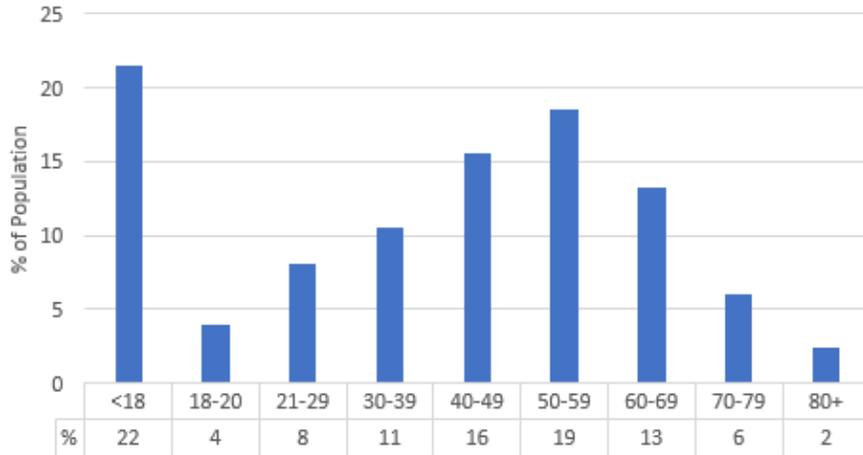


# Profile on: Greater Maple Valley/Cedar River CSA

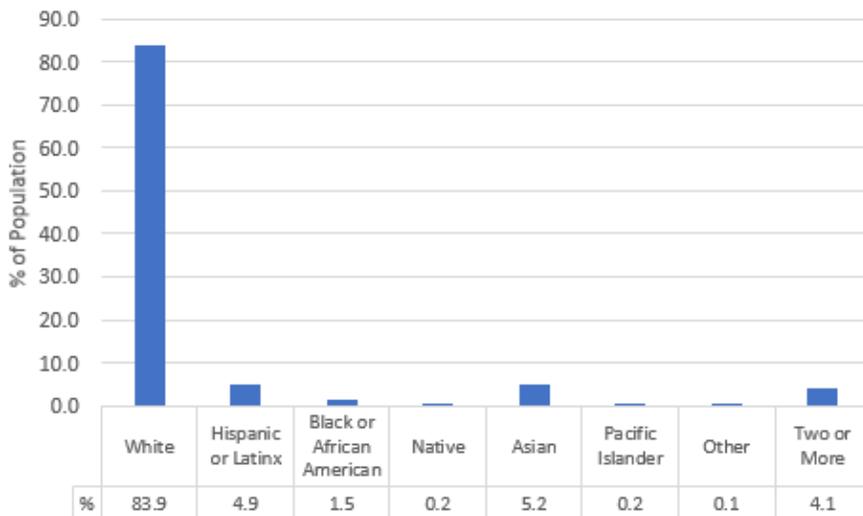
## People

Population est.: 25,694  
50% Female 50% Male

### Age



### Race and Ethnicity



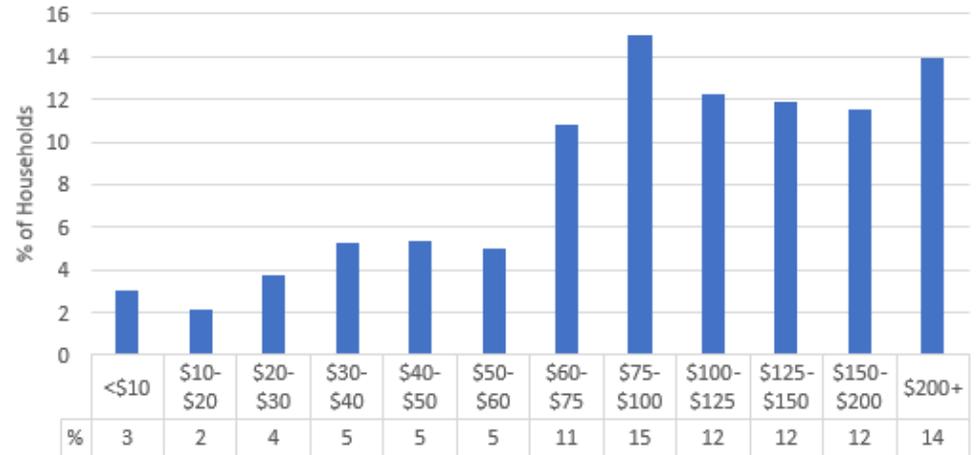
## Households

Households est.: 9,352  
Housing Units est.: 9,910  
Median Household Income est.: \$99,306

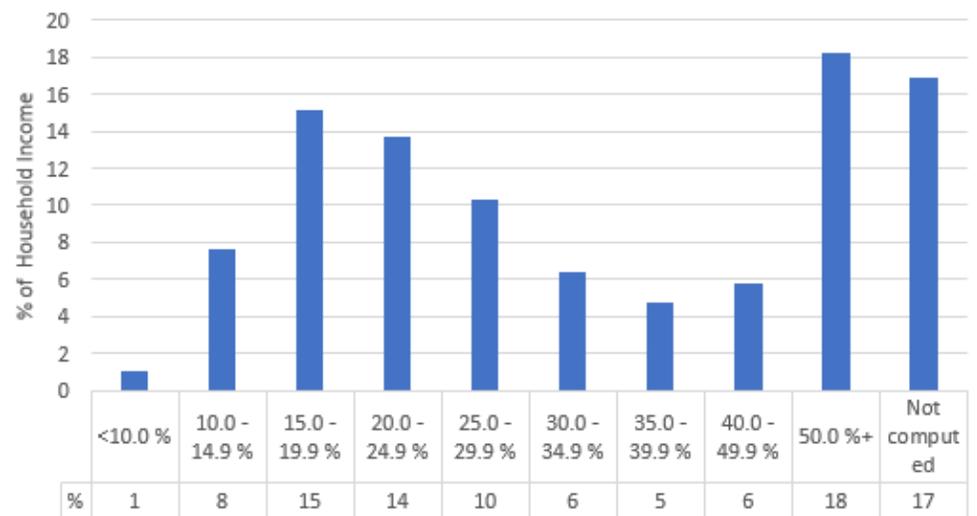
### Tenure (Rent vs. Own)



### Household Income Range (1000s)



### Rent as a Percentage of Household Income



Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

## Greater Maple Valley/Cedar River

The Greater Maple Valley/Cedar River CSA consists of the rural area east of Renton and Kent, north of Covington, Maple Valley and Black Diamond and east to the border with Kittitas County. It includes portions of the Forest Production District and part of the Mount Baker-Snoqualmie National Forest.



### Greater Maple Valley/Cedar River Summary

As Local Services begins to disaggregate performance measures and further develops its understanding of community interests and needs, we will develop thoughtful summaries of service for each community service area. In the tables below, grayed out measures indicate that no CSA level data is available for those measures.

## How did we serve the Greater Maple Valley/Cedar River CSA?

### King County Sheriff (KCSO)

The KCSO has provided the number of Dispatched Calls for Service in unincorporated King County by patrol district. Included in the table below is the number of calls by district that are at least partially included in this CSA. Dispatched Calls for Service are calls received in the KCSO Communications Center which result in one or more patrol units being dispatched.

Dispatched Calls for Service				
Patrol District	Q1	Q2	Q3	Q4
F2	662	699	795	
F4	58	59	61	
F5	1048	1093	1229	
F7	380	425	424	
Combined (per 1000 Residents)	63.9	88.5	97.6	

### Roads and Bridges

	Q1	Q2	Q3	Q4
<b>Bridge</b>				
Bridge Inspections and Analysis		0	4	

### Regional Animal Services

	Q1	Q2	Q3	Q4
<b>Field Service Patrol (Priority 1-3 Calls)</b>				
Field Activity Counts		7		

### Permitting

	Q1	Q2	Q3	Q4
<b>Permits Issued</b>				
Trade	40	59	63	
Residential Building	23	26	33	
Commercial Building	4	6	4	
Land Use / Other	18	36	27	
<b>Total</b>	<b>85</b>	<b>127</b>	<b>127</b>	
<b>Code Enforcement</b>				
Backlog of Cases in Voluntary Compliance			83	
New Cases Opened			53	

### On-site Sewage System and Gas Plumbing and Piping

	Q1	Q2	Q3	Q4
<b>Permitting</b>				
OSS Design Applications (Volume and Percent Responded Under 60 Days)		11	4	
OSS Installation Permits		19	14	
Remodel/New use Proposal OSS Reviews		10	16	
Subdivision Permit Reviews		0	0	

## Surface Water Management

	Q1	Q2	Q3	Q4
Inspection and Maintenance of Existing Facilities				
Inspections (Maintained by SWS)	13	1	1	
Inspections (Commercial Facilities)	2	24	13	

## Parks

	Q1	Q2	Q3	Q4
Parks				
Acreage		150.32	150.32	

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## What are we building in the Greater Maple Valley/Cedar River CSA?

In addition to providing local services in the Greater Maple Valley/Cedar River area, King County agencies are investing in multiple infrastructure construction and maintenance projects. The descriptions of these projects and their quarterly updates are detailed by service partner in the matrices below.

### Roads and Bridges

Total product category costs can be found in the unincorporated King County regional CIP section, beginning on page 20. A subset of Roads capital projects underway within the Greater Maple Valley/Cedar River CSA is provided below for illustrative purposes.

Project Name	Product Family	Construction Start	Project Status	Additional Information
Landsburg Bridge #3075 Deck Repair	Bridge	Q3 2019	Substantially completed in September 2019	
Southeast Kent-Kangley Road at Southeast Landsburg Roundabout	Traffic Control/Safety	TBD	Planning	Funded for study only. County will be seeking funding for construction.
Petrovitsky Road at the 20300 block Culvert Improvement	Drainage	TBD	Final Design	

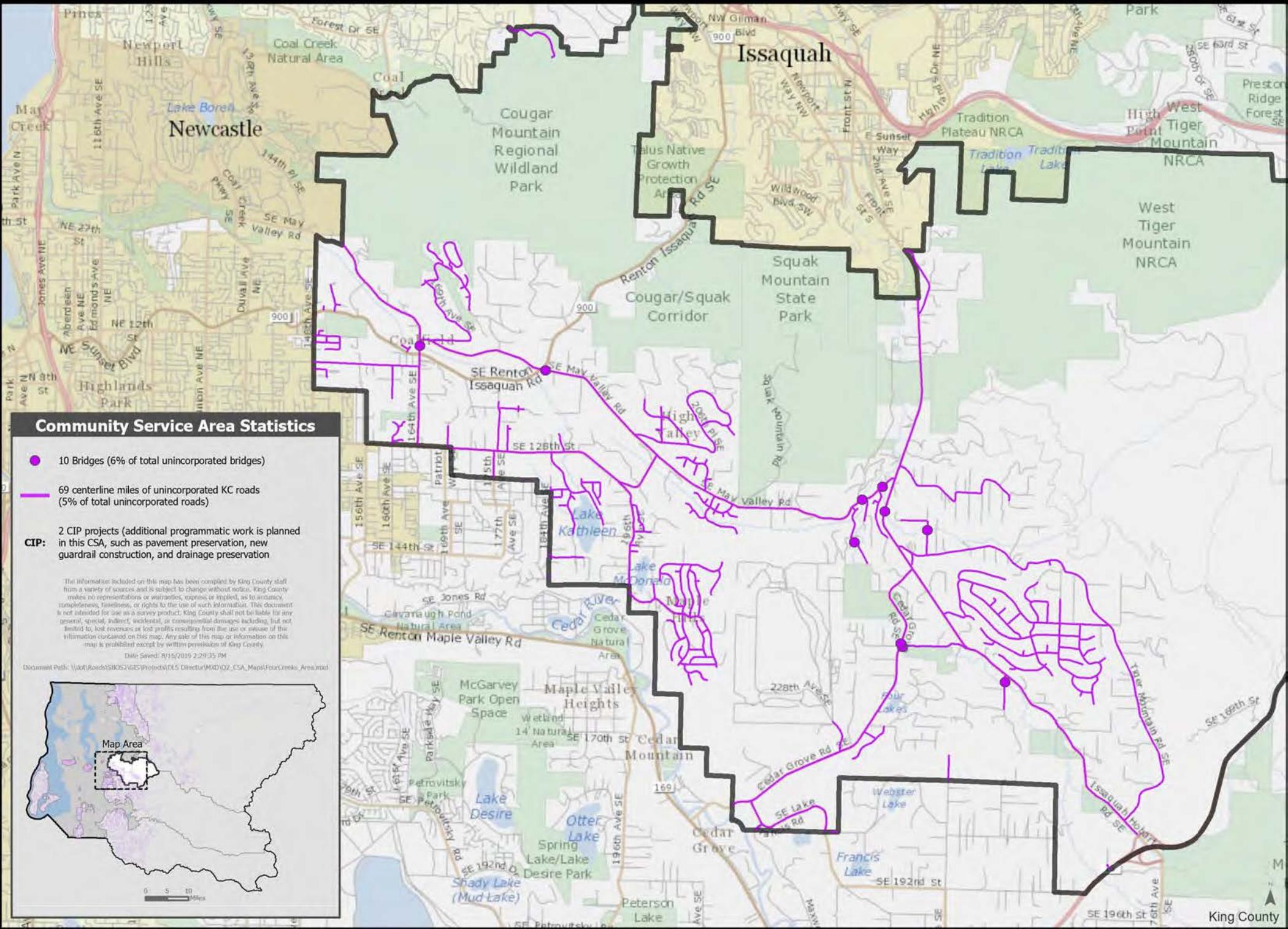
## Surface Water Management

ECOLOGICAL RESTORATION	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
WLER Riverbend Restoration	\$16,400,000	Planned start: Already started Planned Completion 2021	Final Design. Construction Planned for 2020.	Final Design. Construction Planned for 2020.	Final Design. Construction Planned for 2020.	17410 SE RENTON MAPLE VALLEY RD CSA Greater Maple Valley/Cedar River
Rutledge Johnson partial levee removal	\$3,125,000	Planned start: Already started Planned Completion TBD	Feasibility and Data collection.	Feasibility and Data collection.	Feasibility and Data collection.	200xx 218TH PL SE. CSA Greater Maple Valley/Cedar River
Jan Road Restoration	\$2,400,000	Planned start: 4th Q 2019 Planned Completion 2024	Feasibility and Data collection.	Feasibility and Data collection.	Feasibility and Data collection.	195xx 221ST AVE SE. CSA Greater Maple Valley/Cedar River

## Parks

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Black Diamond Open Space (BDOS) bridge replacement	Replacement of bridge	Funded through parks facility rehab	\$367	\$47,904	Q3 2020	Permit submittal underway; timing of construction dependent on permits
Cedar Grove Road Trailhead	Investigate feasibility of constructing a trailhead parking area off Cedar Grove Road for access to the Cedar River Trail.	Funded through previous budget appropriation	\$114,794	\$10,654	Q4 2019	

# Four Creeks / Tiger Mountain Area



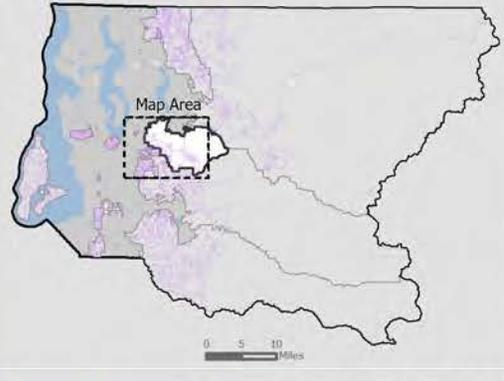
## Community Service Area Statistics

- 10 Bridges (6% of total unincorporated bridges)
- 69 centerline miles of unincorporated KC roads (5% of total unincorporated roads)
- CIP:** 2 CIP projects (additional programmatic work is planned in this CSA, such as pavement preservation, new guardrail construction, and drainage preservation)

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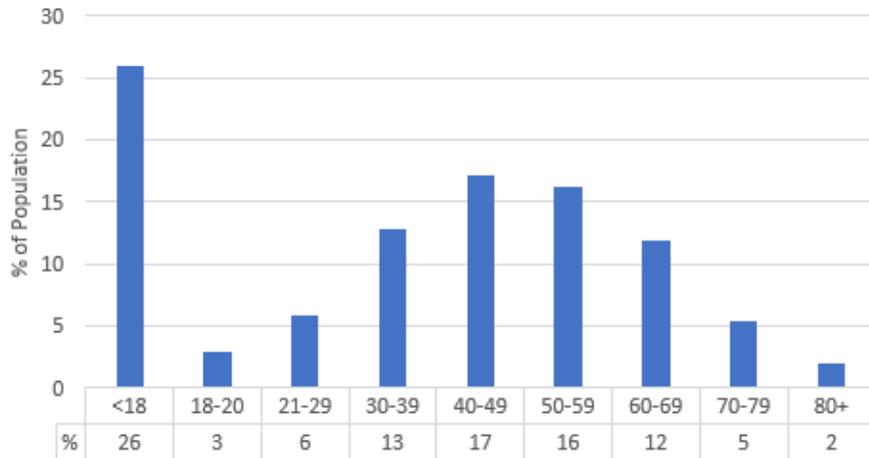


# Profile on: Four Creeks/Tiger Mountain CSA

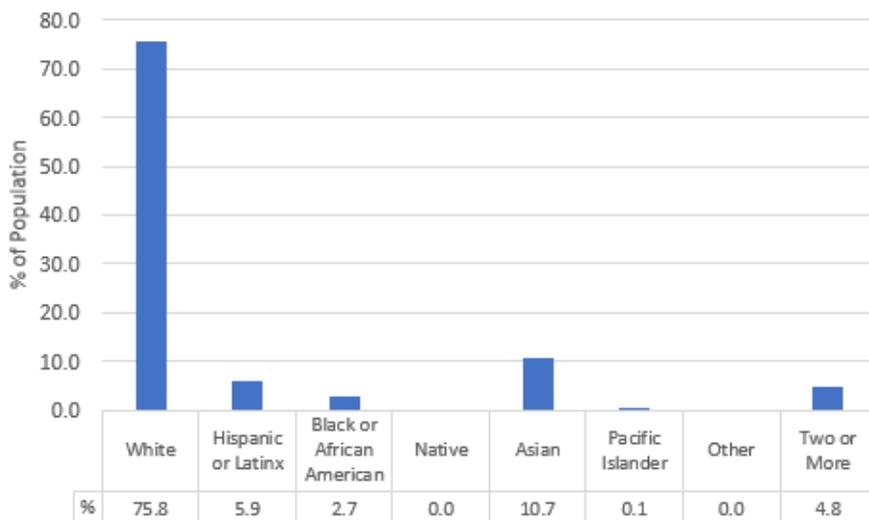
## People

Population est.: 22,334  
49% Female 51% Male

### Age



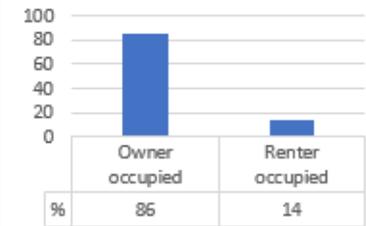
### Race and Ethnicity



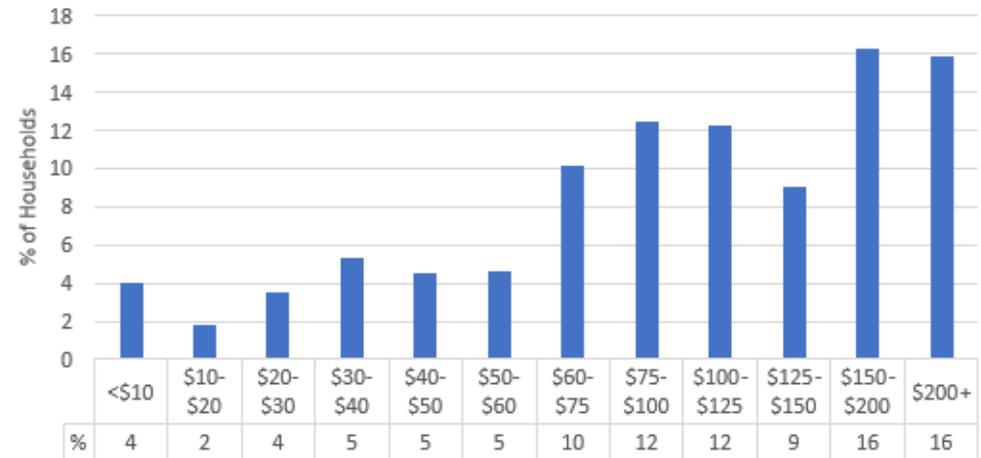
## Households

Households est.: 8,026  
Housing Units est.: 8,451  
Median Household Income est.: \$117,843

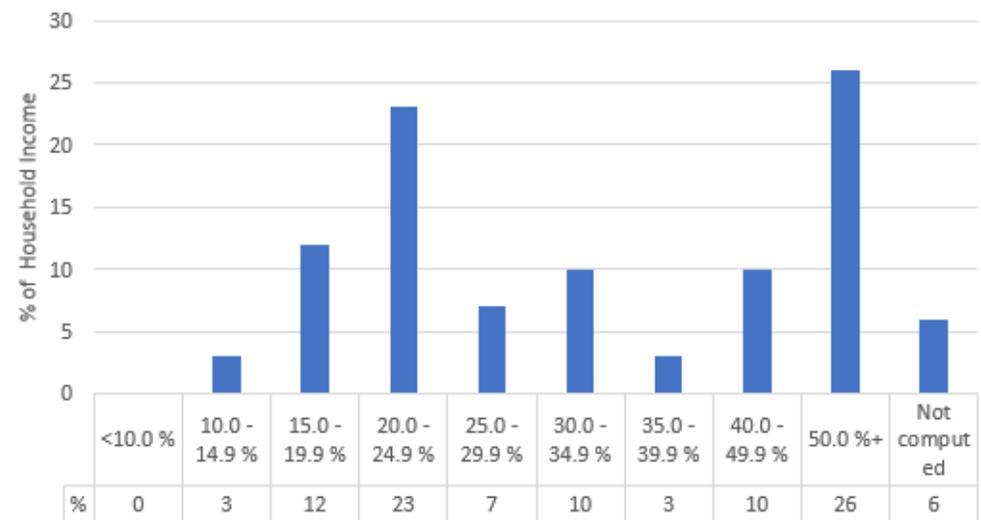
### Tenure (Rent vs. Own)



### Household Income Range (1000s)



### Rent as a Percentage of Household Income



Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

## Four Creeks/Tiger Mountain

The Four Creeks/Tiger Mountain CSA is east of the cities of Renton and Newcastle and southeast of Issaquah. It contains the May Valley Basin, Cougar Mountain Regional Wildland Park, Squak Mountain State Park and Tiger Mountain State Forest.



### Four Creeks/Tiger Mountain Summary

As Local Services begins to disaggregate performance measures and further develops its understanding of community interests and needs, we will develop thoughtful summaries of service for each community service area. In the tables below, grayed out measures indicate that no CSA level data is available for those measures.

## How did we serve the Four Creeks/Tiger Mountain CSA?

### King County Sheriff (KCSO)

The KCSO has provided the number of Dispatched Calls for Service in unincorporated King County by patrol district. Included in the table below is the number of calls by district that are at least partially included in this CSA. Dispatched Calls for Service are calls received in the KCSO Communications Center which result in one or more patrol units being dispatched.

Dispatched Calls for Service				
Patrol District	Q1	Q2	Q3	Q4
F1	155	185	190	
F2	662	669	795	
Combined (per 1000 Residents)	36.5	39.6	44.1	

### Roads and Bridges

	Q1	Q2	Q3	Q4
<b>Bridge</b>				
Bridge Inspections and Analysis		1	2	

### Regional Animal Services

	Q1	Q2	Q3	Q4
<b>Field Service Patrol (Priority 1-3 Calls)</b>				
Field Activity Counts		5		

### Permitting

	Q1	Q2	Q3	Q4
<b>Permits Issued</b>				
Trade	36	45	41	
Residential Building	18	13	12	
Commercial Building	2	1	9	
Land Use / Other	4	13	14	
<b>Total</b>	<b>60</b>	<b>72</b>	<b>76</b>	
<b>Code Enforcement</b>				
Backlog of Cases in Voluntary Compliance			45	
New Cases Opened			11	

### On-site Sewage System and Gas Plumbing and Piping

	Q1	Q2	Q3	Q4
<b>Permitting</b>				
OSS Design Applications (Volume and Percent Responded Under 60 Days)		6	1	
OSS Installation Permits		9	4	
Remodel/New use Proposal OSS Reviews		6	5	
Subdivision Permit Reviews		0	0	

## Surface Water Management

	Q1	Q2	Q3	Q4
<b>Inspection and Maintenance of Existing Facilities</b>				
Inspections (Maintained by SWS)	4	1	2	
Inspections (Commercial Facilities)	0	24	8	

## Parks

	Q1	Q2	Q3	Q4
<b>Parks</b>				
Acreage		84.9	84.9	

## What are we building in the Four Creeks/Tiger Mountain CSA?

In addition to providing local services in the Four Creeks/Tiger Mountain CSA, King County agencies are investing in multiple infrastructure construction and maintenance projects. The descriptions of these projects and their quarterly updates are detailed by service partner in the matrices below. In the tables below, grayed out measures indicate that no CSA level data is available for those measures.

### Roads and Bridges

Total product category costs can be found in the unincorporated King County regional CIP section. A subset of Roads capital projects underway within the Four Creeks/Tiger Mountain CSA is provided below for illustrative purposes

Project Name	Product Family	Construction Start	Project Status	Additional Information
Flood Control District Fifteen Mile Creek Bridge #493C Feasibility Analysis for Addressing Bank Erosion and Backwatering	Bridge	TBD	Preliminary Design	
Issaquah-Hobart Road Southeast at Southeast May Valley Road Intersection Improvement	Traffic Control/Safety	TBD	Preliminary Design	Funded for design only. County will be seeking funding for construction.

## Surface Water Management

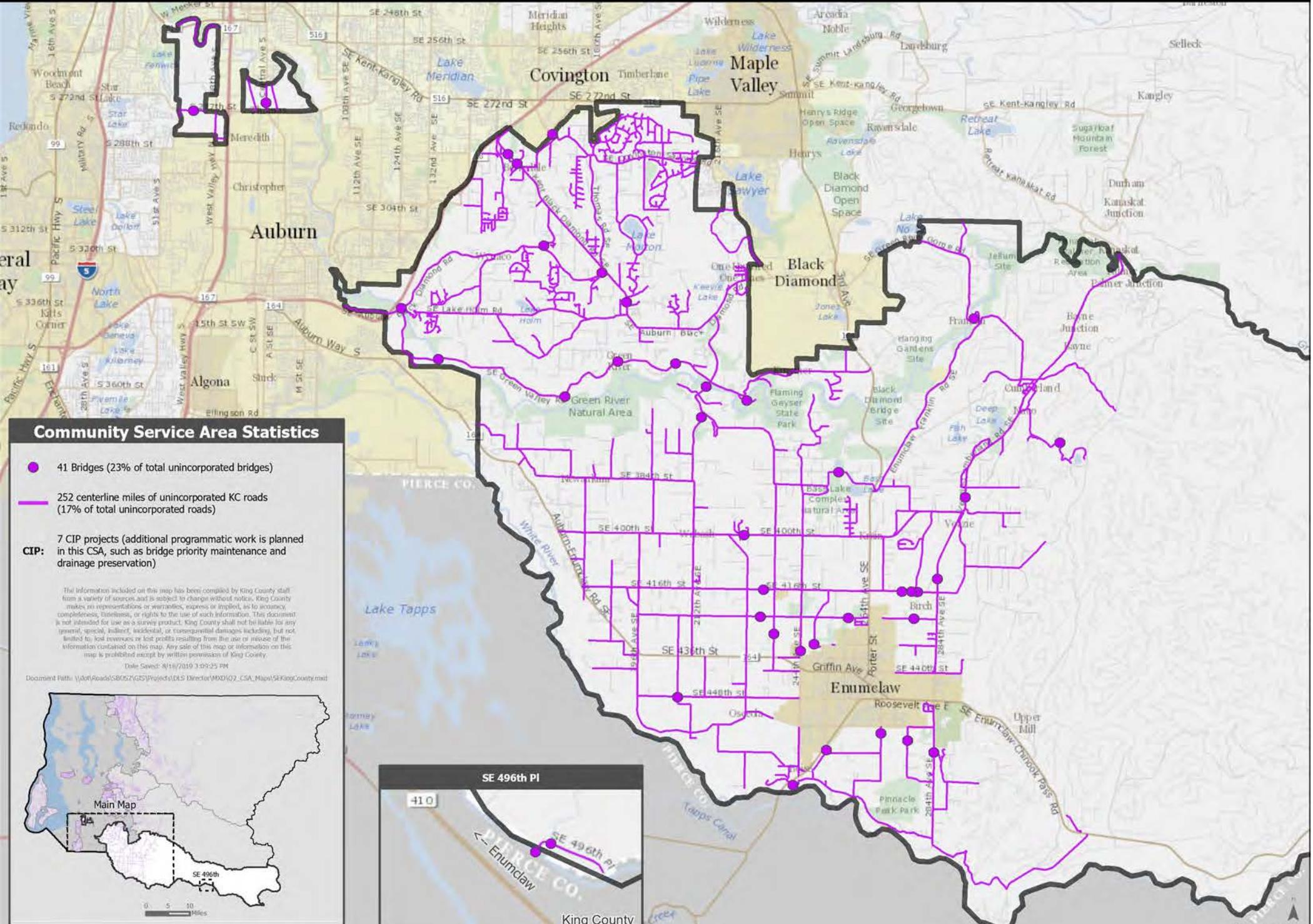
STORMWATER MANAGEMENT	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
WLSWC Fairwood 11" Pipe Phase 2	\$2.3 million	Planned start: Already started, Planned Completion 2022	Reached agreement with Owner re acquisition of parcel. Resumed alternative analysis of a design proposal to both the HOA and DFW	Purchased the property. Resumed design and presented the preferred alternative to WDFW.	Preferred Alternative approved by CIP Committee (Gate 2) . Working towards submitting "permit" plans to regulatory agencies. Prepared work order for demolition of structure (house) of purchased parcel.	Location: Fairwood Park Division 11 , CSA: Four Creeks/Tiger Mountain Area

STORMWATER MANAGEMENT	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Cemetery Pond Retrofit	\$0.65 million	Planned start: Already started, Planned Completion 2020	<p>Parcels have been appraised - acquisition negotiations are ongoing.</p> <p>Ecology Grant funding may be revoked based on Wetland delineation and categorization result of "2". KC to meet with Ecology in May to discuss.</p> <p>If Ecology Grant is rescinded, it could delay the project by 2years or more.</p>	<p>Project was delayed due to the negotiation with DOE. DOE finally agreed to continue the project. Currently, the team is performing alternative analysis. Once the analysis is completed, approval for a selected alternative is needed from DOE.</p>	<p>Acquisition negotiations are ongoing, 2 parcels remain to be acquired; 1323059067, &amp; 1323059087</p> <p>Ecology is requiring that the project design meet Minimum Requirement# 8: Wetlands Protection of the Stormwater Management Manual for Western Washington in order to continue Grant funding. The design team is reviewing Minimum Requirement# 8 and working to generate compliant preliminary designs. Design team will work with KC Permitting Department to ensure that preliminary designs are feasible. Once the analysis is completed, approval for a selected alternative is needed from DOE.</p>	<p>Location: 165th Ave SE &amp; SE 128th St, CSA: Four Creeks/Tiger Mountain Area, CSA: Four Creeks/Tiger Mountain Area</p>

## Parks

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Cougar Precipice Trailhead	Construction of a trailhead parking lot at the Cougar Precipice Trailhead.	\$1,050,000	\$1,506,402	\$12,634	Q3 2020	Timing of construction dependent on DLS permit issuance

# Southeast King County Area



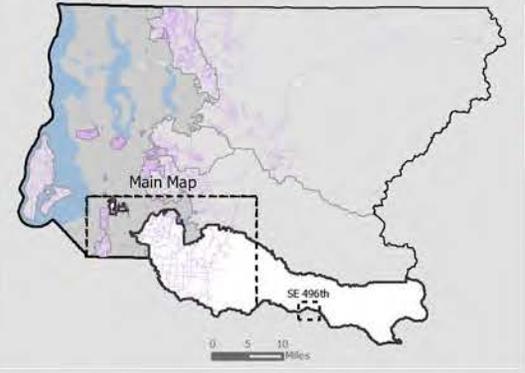
## Community Service Area Statistics

- 41 Bridges (23% of total unincorporated bridges)
- 252 centerline miles of unincorporated KC roads (17% of total unincorporated roads)
- 7 CIP projects (additional programmatic work is planned in this CSA, such as bridge priority maintenance and drainage preservation)

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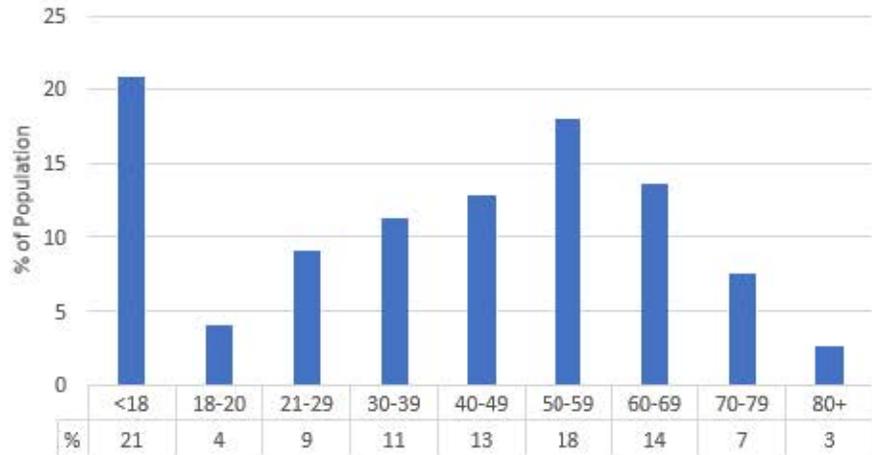


# Profile on: SE King County CSA

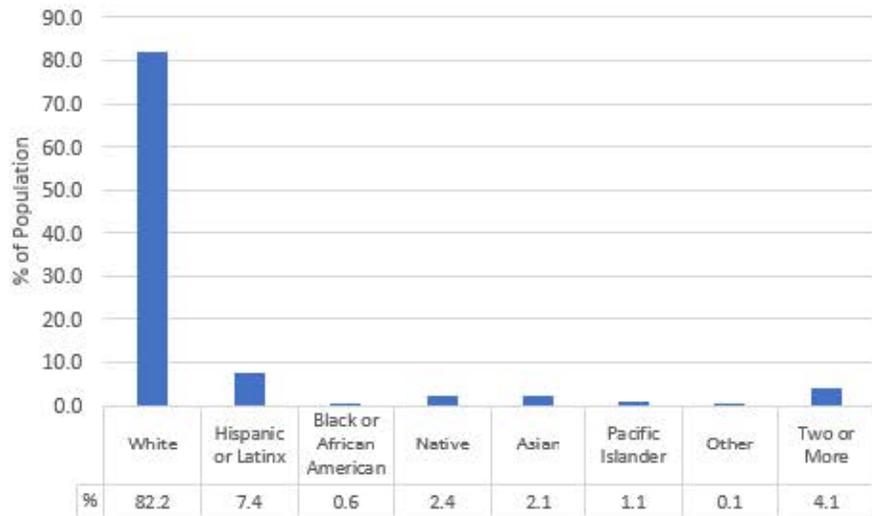
## People

Population est.: 36,311  
50% Female 50% Male

Age



Race and Ethnicity



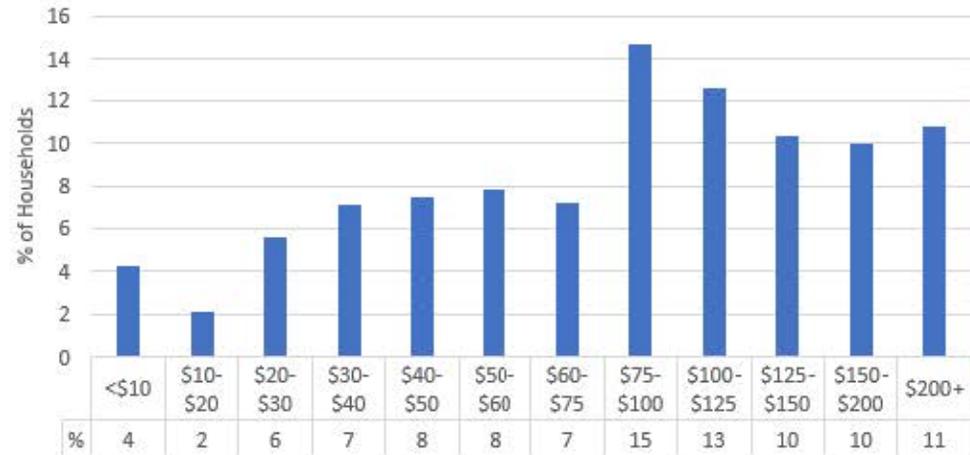
## Households

Households est.: 13,459  
Housing Units est.: 14,102  
Median Household Income est.: \$89,162

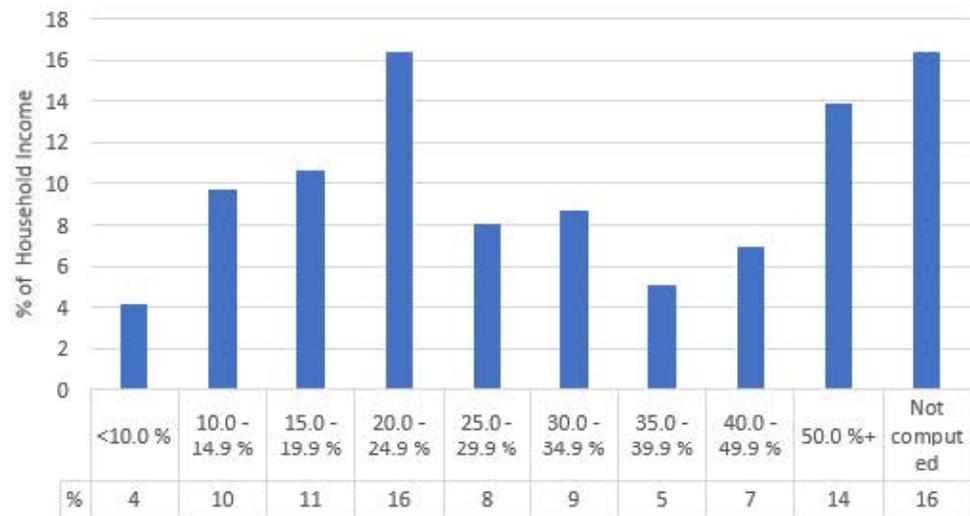
Tenure (Rent vs. Own)



Household Income Range (1000s)



Rent as a Percentage of Household Income



Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

## SE King County

The SE King County CSA is the rural area south of Maple Valley, Covington and Black Diamond, east of Auburn and surrounds the city of Enumclaw. It contains the lower and middle Green River basins which includes the Middle Green River Valley Agriculture Production Districts as well as the Enumclaw Plateau and a portion of the Mount Baker Snoqualmie National Forest. This CSA also contains Hanging Gardens State Park, Kanaskat-Palmer State Park, Nolte State Park and Flaming Geyser State Park.



### SE King County Summary

As Local Services begins to disaggregate performance measures and further develops its understanding of community interests and needs, we will develop thoughtful summaries of service for each community service area. In the tables below, grayed out measures indicate that no CSA level data is available for those measures.

## How did we serve the SE King County CSA?

### King County Sheriff (KCSO)

The KCSO has provided the number of Dispatched Calls for Service in unincorporated King County by patrol district. Included in the table below is the number of calls by district that are at least partially included in this CSA. Dispatched Calls for Service are calls received in the KCSO Communications Center which result in one or more patrol units being dispatched.

Dispatched Calls for Service				
Patrol District	Q1	Q2	Q3	Q4
F6	281	302	349	
F8	230	262	320	
F9	371	464	551	
J1	133	182	199	
Combined (per 1000 Residents)	27.9	33.3	39.1	

### Roads and Bridges

	Q1	Q2	Q3	Q4
<b>Bridge</b>				
Bridge Inspections and Analysis		5	22	

### Regional Animal Services

	Q1	Q2	Q3	Q4
<b>Field Service Patrol (Priority 1-3 Calls)</b>				
Field Activity Counts		24		

### Permitting

	Q1	Q2	Q3	Q4
<b>Permits Issued</b>				
Trade	43	74	54	
Residential Building	35	34	28	
Commercial Building	7	3	6	
Land Use / Other	25	33	27	
<b>Total</b>	<b>110</b>	<b>144</b>	<b>115</b>	
<b>Code Enforcement</b>				
Backlog of Cases in Voluntary Compliance			73	
New Cases Opened			35	

### On-site Sewage System and Gas Plumbing and Piping

	Q1	Q2	Q3	Q4
<b>Permitting</b>				
OSS Design Applications (Volume and Percent Responded Under 60 Days)		10	7	
OSS Installation Permits		14	21	
Remodel/New use Proposal OSS Reviews		21	7	
Subdivision Permit Reviews		0	0	

## Surface Water Management

	Q1	Q2	Q3	Q4
<b>Inspection and Maintenance of Existing Facilities</b>				
Inspections (Maintained by SWS)	16	1	0	
Inspections (Commercial Facilities)	0	44	14	

## Parks

	Q1	Q2	Q3	Q4
<b>Parks</b>				
Acreage		159.65	159.65	

## What are we building in the SE King County CSA?

In addition to providing local services in the SE King County CSA, King County agencies are investing in multiple infrastructure construction and maintenance projects. The descriptions of these projects and their quarterly updates are detailed by service partner in the matrices below.

### Roads and Bridges

Total product category costs can be found in the unincorporated King County regional CIP section, beginning on page 20. A subset of Roads capital projects underway within the Greater SE King County CSA is provided below for illustrative purposes.

Project Name	Product Family	Construction Start	Project Status	Additional Information
Coal Creek Bridge #3035A Replacement	Bridge	Q2 2021	Preliminary Design	
South 277th Street Bridge #3126 Replacement	Bridge	Q2 2021	Preliminary Design	
Covington Way Southeast Intersection Improvements Study between Southeast Wax Road and the intersection with 164th Place Southeast	Traffic Control/Safety	TBD	Planning	Funded for study only. County will be seeking funding for construction.
Flood Control 380th Place at State Route 164 Culvert Replacement	Drainage	Q2 2021	Preliminary Design	
180th Avenue at 408th Street Culvert Replacement	Drainage	TBD	Planning	

Project Name	Product Family	Construction Start	Project Status	Additional Information
317th and Thomas Culvert Replacement	Drainage	TBD	Preliminary Design	
Southeast 432nd Street Culvert Replacement	Drainage	Construction On Hold	Preliminary Design	Funded for design only. County will be seeking funding for construction.

### Surface Water Management

STORMWATER MANAGEMENT	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Horseshoe Lake Flood Reduction	\$0.85 million	Planned start: Already started, Planned Completion 2021	SEPA scheduled to be done in mid 2019, detailed design and local permit applications to follow.	SEPA process on hold while awaiting comments from the Muckleshoot Indian Tribe on the draft checklist; detailed design and local permit applications to follow.	Coordination with the Muckleshoot Indian Tribe on the checklist is complete. SEPA process will continue with a projected SEPA Threshold Determination Issuance date of 11-1-2019.	Location: on the county line abutting the west boundary of the City of Black Diamond, CSA: SE King County Area

ECOLOGICAL RESTORATION	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
WLER Lones Levee Setback	\$6,500,000	Planned start: Already started Planned Completion 2022	Preliminary Design Complete, not yet baselined.	Preliminary Design Complete, not yet baselined.	Final design in process. Construction 2020 possible, but requires outside funding not yet approved.	172xx SE GREEN VALLEY RD. CSA SE King County

## Parks

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Pinnacle Peak Trail Improvements	Construct trailhead parking area at the south side of Pinnacle Peak.	Funded through previous budget appropriation	\$4,933	\$0	Completed Q1 2019	Project closeout pending approval of additional mitigation requirements from DLS
Little Lake Forest Demolition	Abatement and demolition of all structures on the Dyar property.	\$300,000	\$181,907	\$181,907	Closeout Q3 2019	Project closed
Foothills Regional Trail Segment A	This phased project is the design and construction of a trail extension from the City of Enumclaw to the historic Boise Creek Bridge.	\$5,000,000	\$8,636,183	\$1,123,081	Q4 2020	Construction in progress and on schedule. A 3/4 mile section of trail is substantially complete and construction will continue into next year.

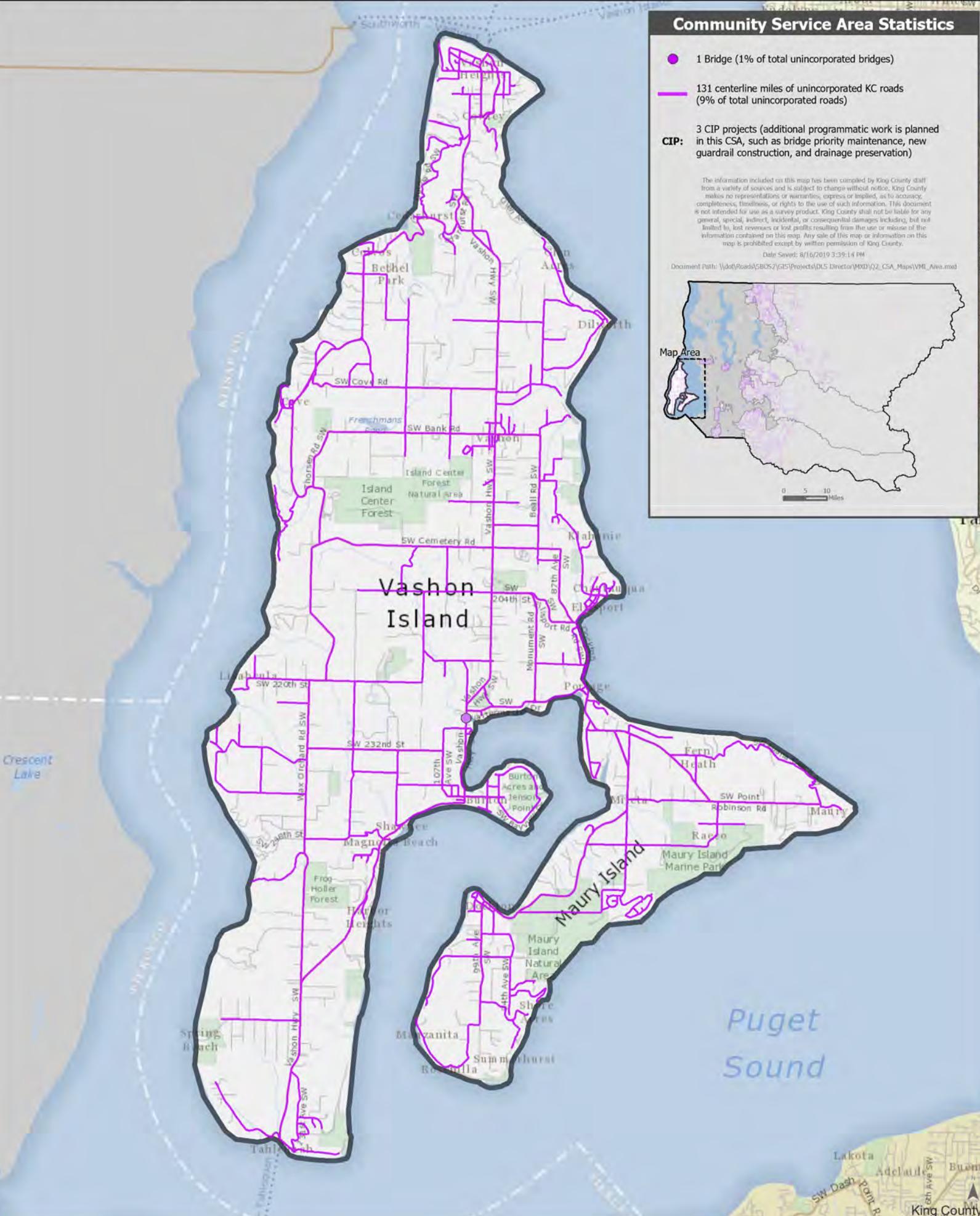
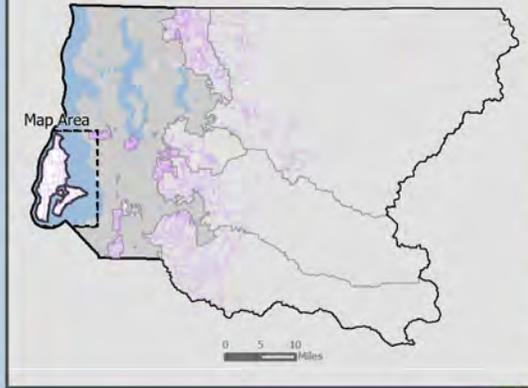
# Vashon / Maury Island Area

## Community Service Area Statistics

- 1 Bridge (1% of total unincorporated bridges)
- 131 centerline miles of unincorporated KC roads (9% of total unincorporated roads)
- CIP:** 3 CIP projects (additional programmatic work is planned in this CSA, such as bridge priority maintenance, new guardrail construction, and drainage preservation)

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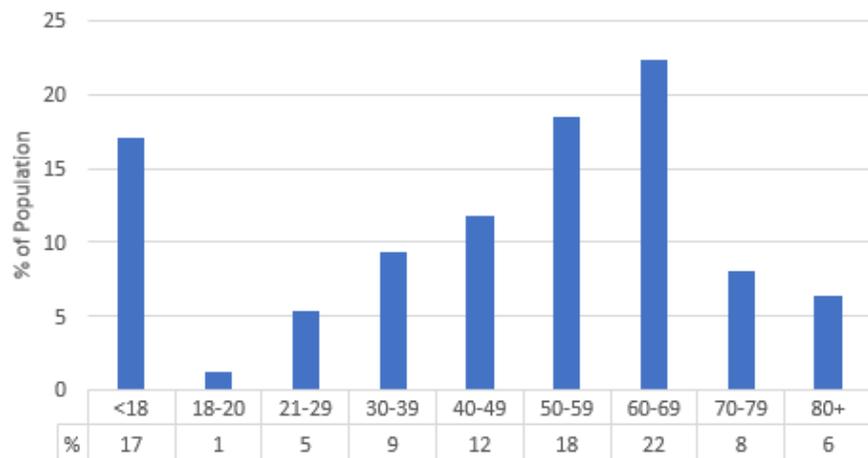


# Profile on: Vashon/Maury Island CSA

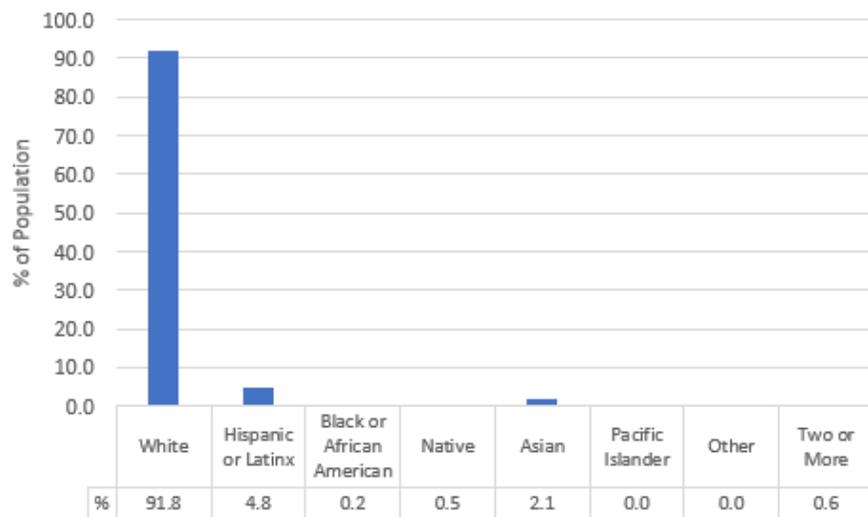
## People

Population est.: 9,635  
52% Female 48% Male

### Age



### Race and Ethnicity



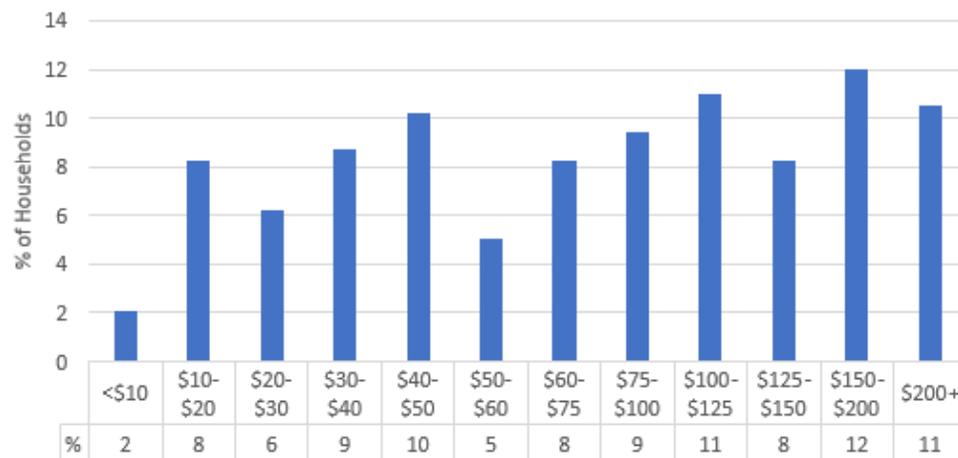
## Households

Households est.: 4,407  
Housing Units est.: 5,700  
Median Household Income est.: \$78,155

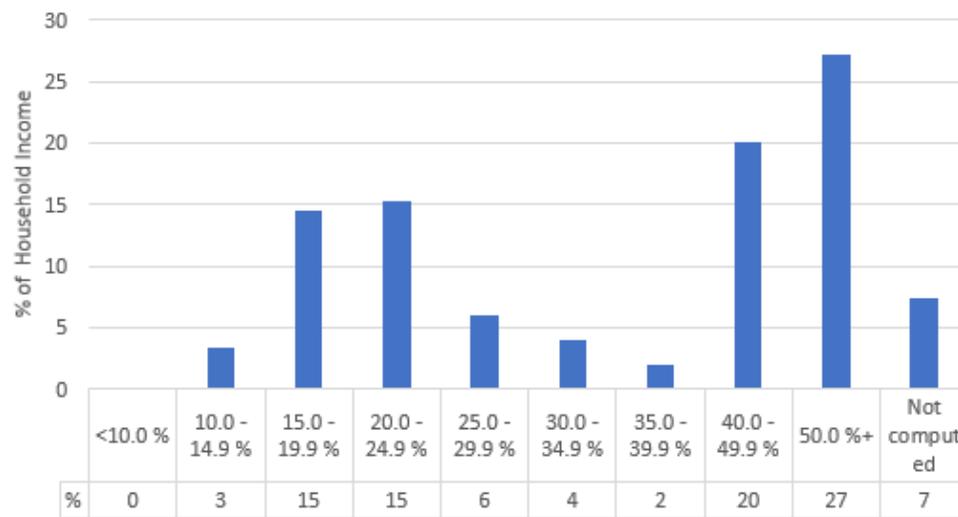
### Tenure (Rent vs. Own)



### Household Income Range (1000s)



### Rent as a Percentage of Household Income



Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

## Vashon/Maury

The Vashon-Maury Island Community Service Area encompasses the entire Vashon-Maury Island. Accessible only by ferry or boat, the island is home to a rich mix of parks, beaches and local craft and agricultural production.



### Vashon/Maury Island Summary

As Local Services begins to disaggregate performance measures and further develops its understanding of community interests and needs, we will develop thoughtful summaries of service for each community service area. In the tables below, grayed out measures indicate that no CSA level data is available for those measures.

## How did we serve the Vashon/Maury Island CSA?

### King County Sheriff (KCSO)

The KCSO has provided the number of Dispatched Calls for Service in unincorporated King County by patrol district. Included in the table below is the number of calls by district that are at least partially included in this CSA. Dispatched Calls for Service are calls received in the KCSO Communications Center which result in one or more patrol units being dispatched.

Dispatched Calls for Service				
Patrol District	Q1	Q2	Q3	Q4
V1 (per 1000 Residents)	45.6	50.2	50.4	

### Roads and Bridges

	Q1	Q2	Q3	Q4
Bridge				
Bridge Inspections and Analysis		0	0	

## Regional Animal Services

	Q1	Q2	Q3	Q4
Field Service Patrol (Priority 1-3 Calls)				
Field Activity Counts		0		

## Permitting

	Q1	Q2	Q3	Q4
Permits Issued				
Trade	37	40	46	
Residential Building	17	19	20	
Commercial Building	1	2	7	
Land Use / Other	26	31	38	
<b>Total</b>	<b>81</b>	<b>92</b>	<b>111</b>	
Code Enforcement				
Backlog of Cases in Voluntary Compliance			69	
New Cases Opened			26	

## On-site Sewage System and Gas Plumbing and Piping

	Q1	Q2	Q3	Q4
Permitting				
OSS Design Applications (Volume and Percent Responded Under 60 Days)		16	6	
OSS Installation Permits		18	16	
Remodel/New use Proposal OSS Reviews		8	9	
Subdivision Permit Reviews		1	0	
Operations and Maintenance				
Vashon MRA <sup>1</sup> Compliance %	73%	76%	78%	

<sup>1</sup> MRA: Marine Recovery Area

## Surface Water Management

	Q1	Q2	Q3	Q4
Inspection and Maintenance of Existing Facilities				
Inspections (Maintained by SWS)	4	1	1	
Inspections (Commercial Facilities)	1	44	13	

## Parks

	Q1	Q2	Q3	Q4
Parks				
Acreage		20.76	20.76	

## What are we building in the Vashon/Maury CSA?

In addition to providing local services in the Vashon/Maury CSA, King County agencies are investing multiple infrastructure construction and maintenance projects. The descriptions of these projects and their quarterly updates are detailed by service partner in the matrices below.

### Roads and Bridges

Total product category costs can be found in the unincorporated King County regional CIP section, beginning on page 20. A subset of Roads capital projects underway within the Greater SE King County CSA is provided below for illustrative purposes.

Project Name	Product Family	Construction Start	Project Status	Additional Information
Judd Creek Bridge #3184 Load Upgrade/Repair	Bridge	Q3 2020	Final Design	
Westside Highway near Cove Road	Drainage	Q3 2019	Substantially completed in September 2019	
Sunset Road Slide Repair near 18711 Sunset Road Southwest	Drainage	Q3 2019	Implementation	

### Surface Water Management

ECOLOGICAL RESTORATION	Project Cost	Schedule	2019 Q1 - Status	2019 Q2 - Status	2019 Q3 - Status	Geography
Phase 2 Maury Island Reserve Armoring Removal	\$1,624,300	Planned start: Already started Planned Completion 2021	Preliminary Design.	Preliminary Design.	Preliminary Design.	9500 SW DOCK ST, Maury Island. CSA Vashon/Maury Island

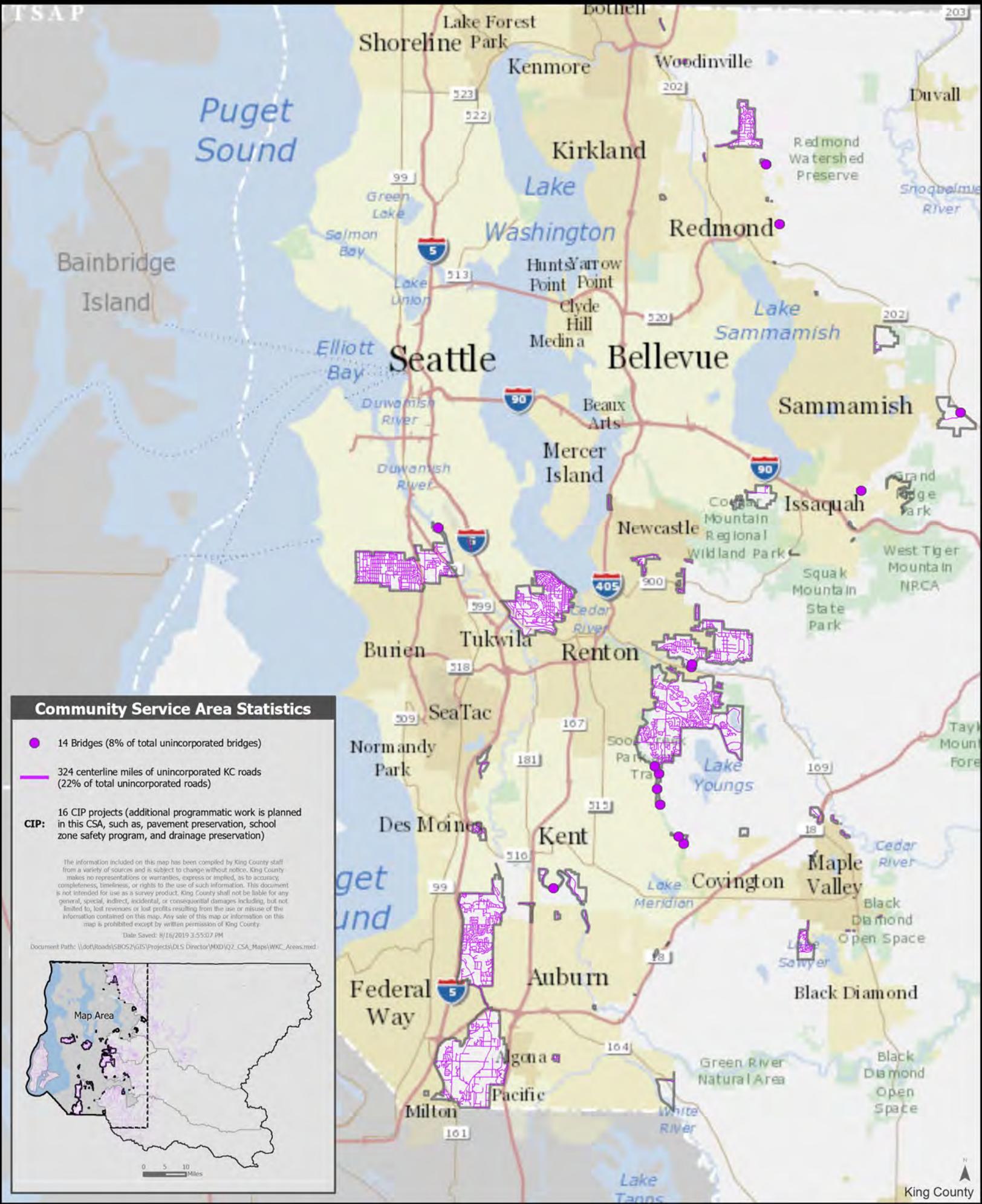
## Parks

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Maury Island - Phase 1A Trail Capping	Cap all trails with gravel and soil per the approved Cleanup Action Plan.	\$1,000,000	\$2,034,864	\$15,930	Q4 2019	Project being completed in 2 separate phases. Construction in progress.
Maury Island - Phase 1B Parking Area Improvements	Cap the former skeet range with gravel to create a parking area per the approved Cleanup Action Plan.	\$1,000,000	\$2,034,864	\$15,930	Q3 2020	Project being completed in 2 separate phases
Dockton Park Dock Rehabilitation	Implement updates to dock including structural cross members, new pump out, waterline work and 2 pile replacements. Project will also study the long term replacement/reconfiguration/rehabilitation options.	\$500,000	\$1,029,508	\$12,758	TBD	Assessing scope of project and permits needed given extensive winter damage.

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Maury Island Trailhead Design (part of 1B)	Supplemental funds for the design of a parking area in the Maury Island Natural Areas.	Funded through previous budget appropriation	\$2,077,275	\$17,261	Q3 2020	Date adjusted based on need to divide into two separate contracts, because bidder qualifications differ for each project.



# West King County Areas



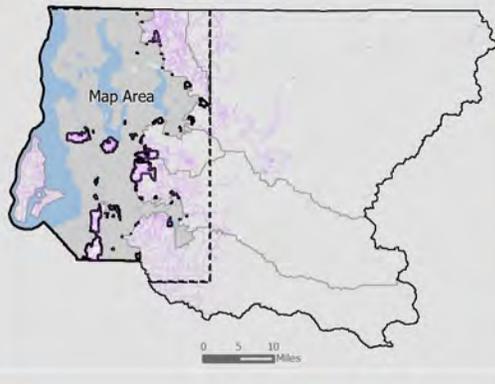
## Community Service Area Statistics

- 14 Bridges (8% of total unincorporated bridges)
- 324 centerline miles of unincorporated KC roads (22% of total unincorporated roads)
- CIP:** 16 CIP projects (additional programmatic work is planned in this CSA, such as, pavement preservation, school zone safety program, and drainage preservation)

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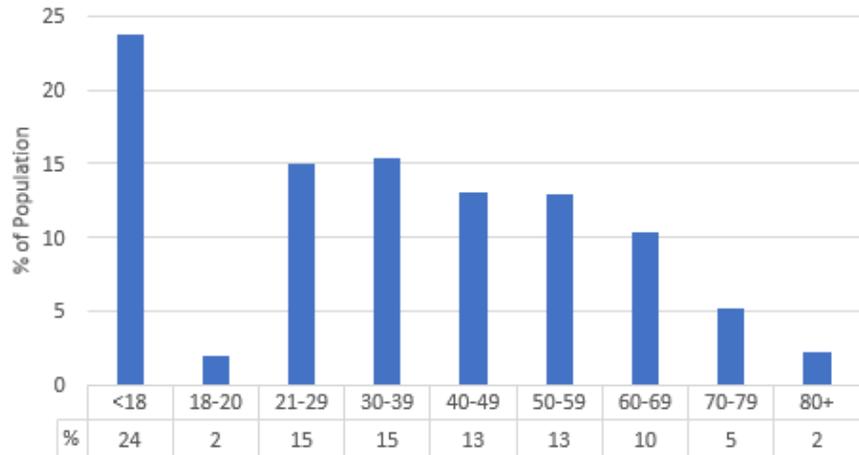


# Profile on: White Center/North Highline

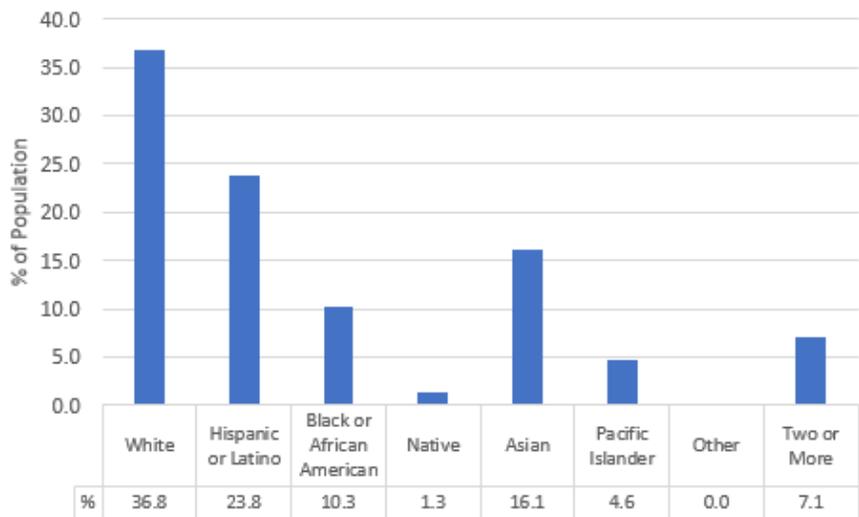
## People

Population est.: 23,410  
50% Female 50% Male

Age



Race and Ethnicity



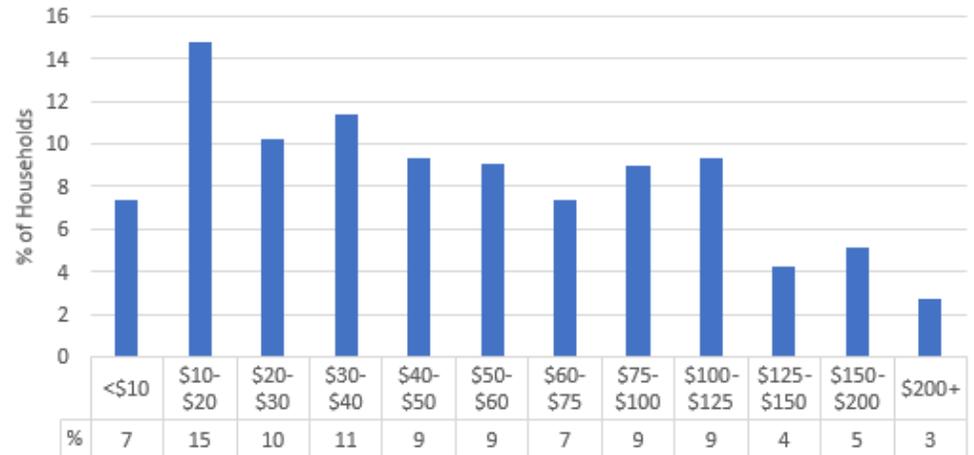
## Households

Households est.: 8,782  
Housing Units est.: 9,385  
Median Household Income est.: \$47,228

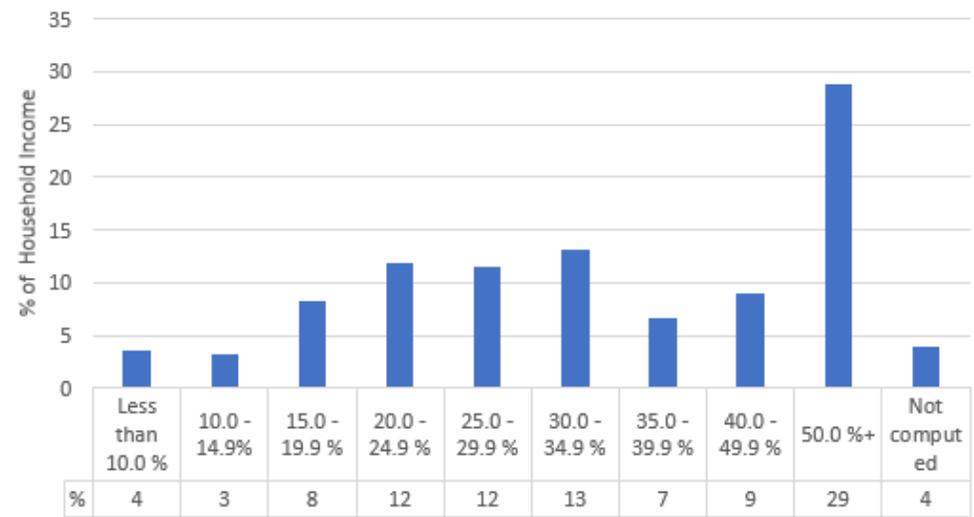
Tenure (Rent vs. Own)



Household Income Range (1000s)



Rent as a Percentage of Household Income



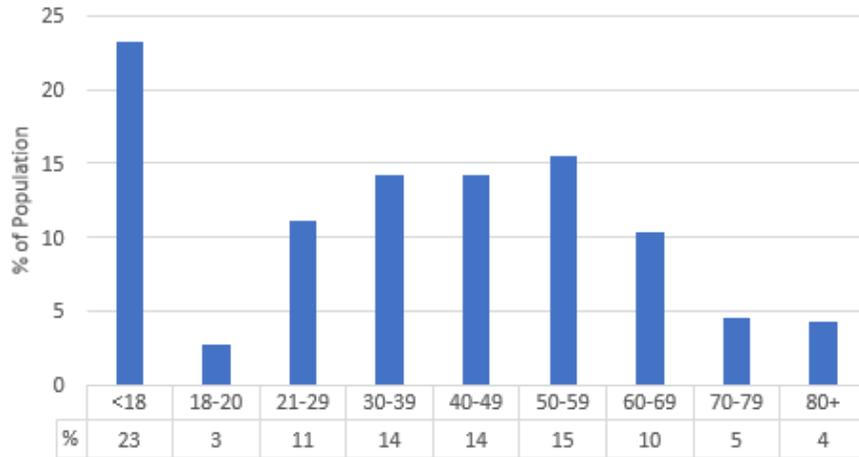
Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

# Profile on: Skyway

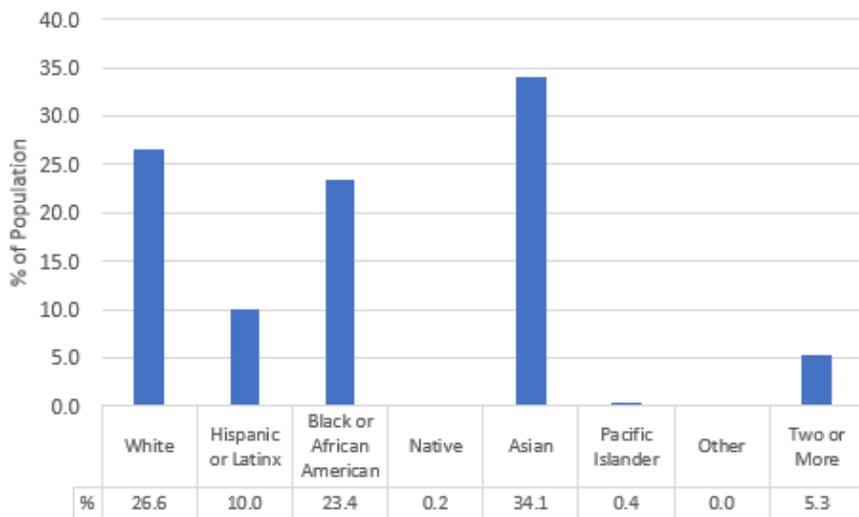
## People

Population est.: 18,074  
54% Female 46% Male

### Age



### Race and Ethnicity



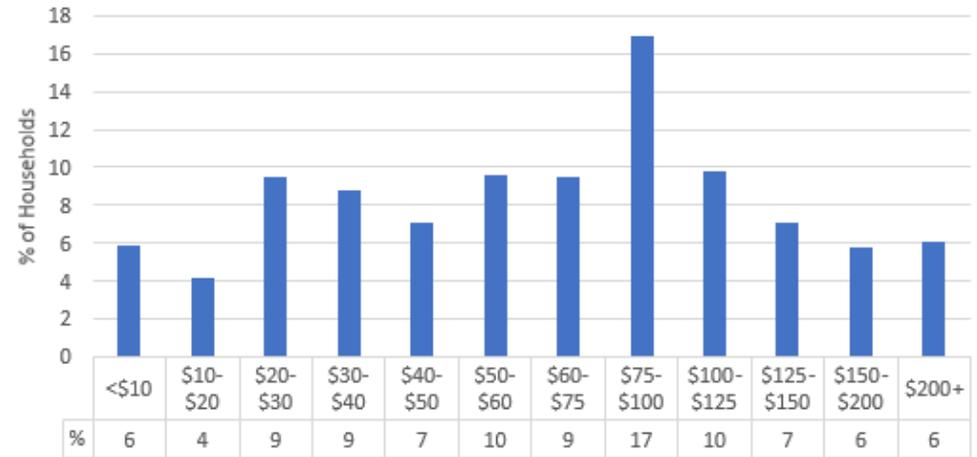
## Households

Households est.: 6,308  
Housing Units est.: 6,768  
Median Household Income est.: \$66,948

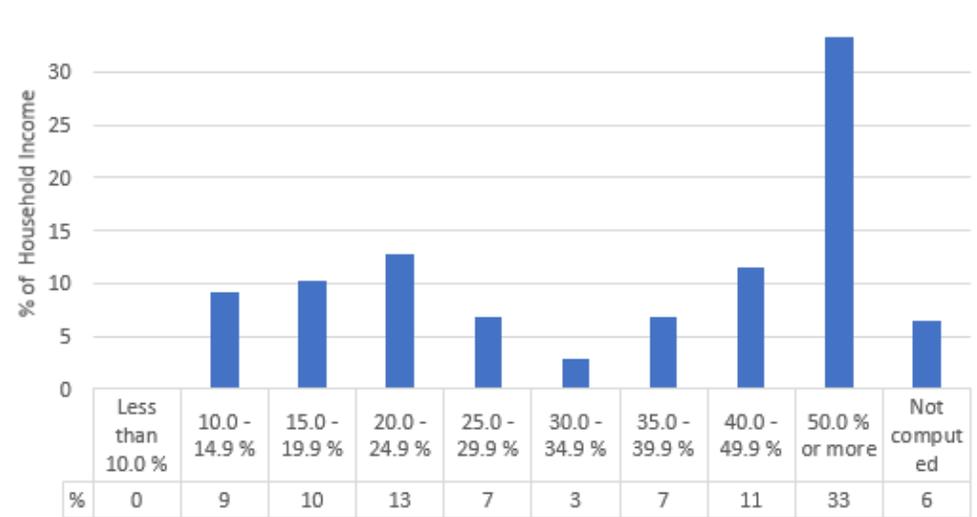
### Tenure (Rent vs. Own)



### Household Income Range (1000s)



### Rent as a Percentage of Household Income

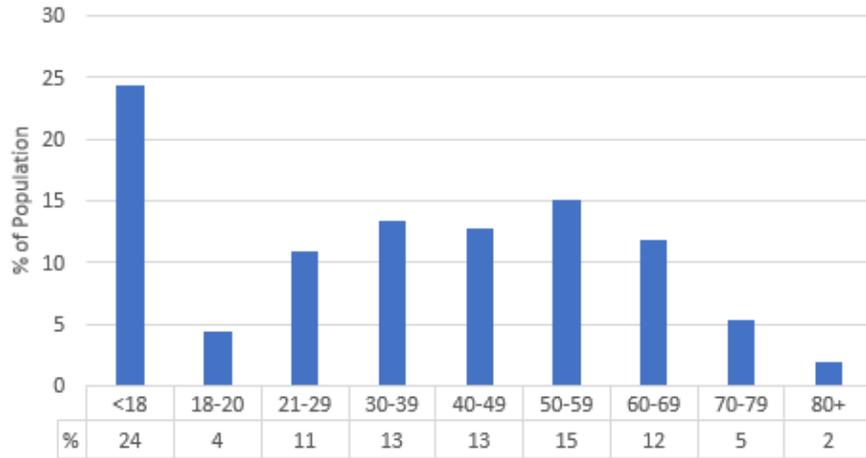


# Profile on: East Federal Way

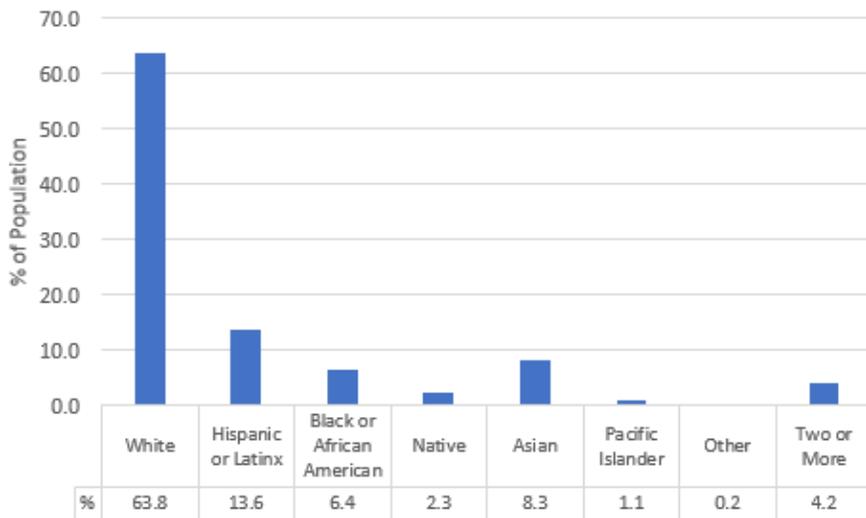
## People

Population est.: 29,805  
50% Female 50% Male

### Age



### Race and Ethnicity



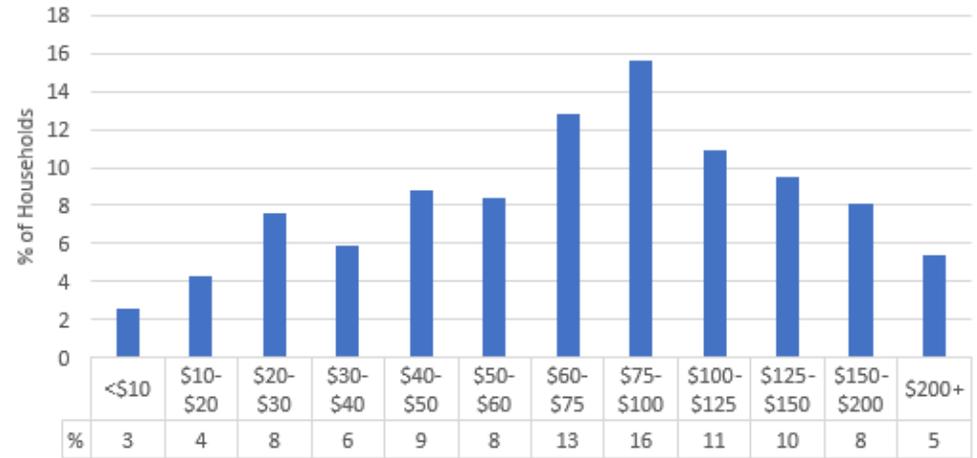
## Households

Households est.: 10,332  
Housing Units est.: 10,678  
Median Household Income est.: \$74,468

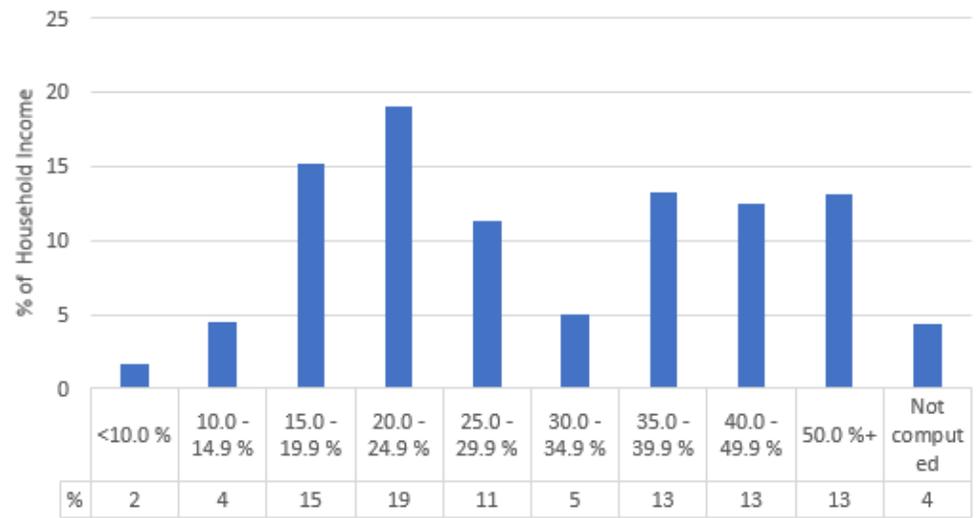
### Tenure (Rent vs. Own)



### Household Income Range (1000s)

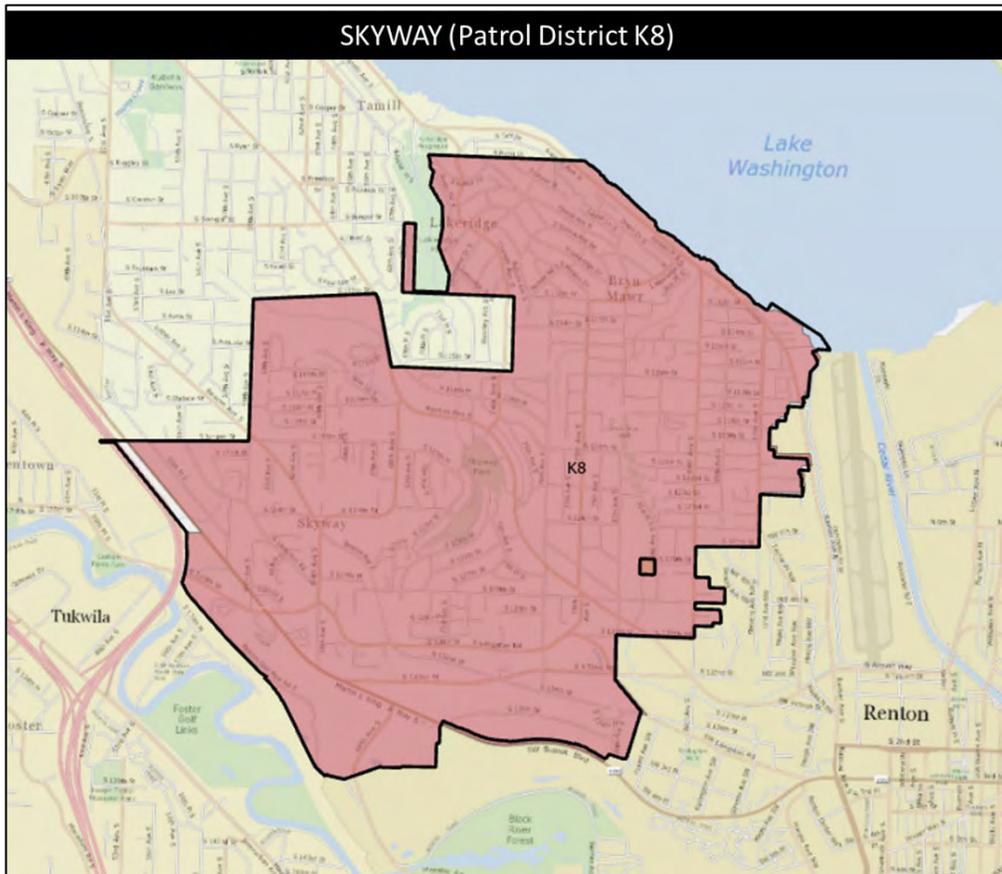
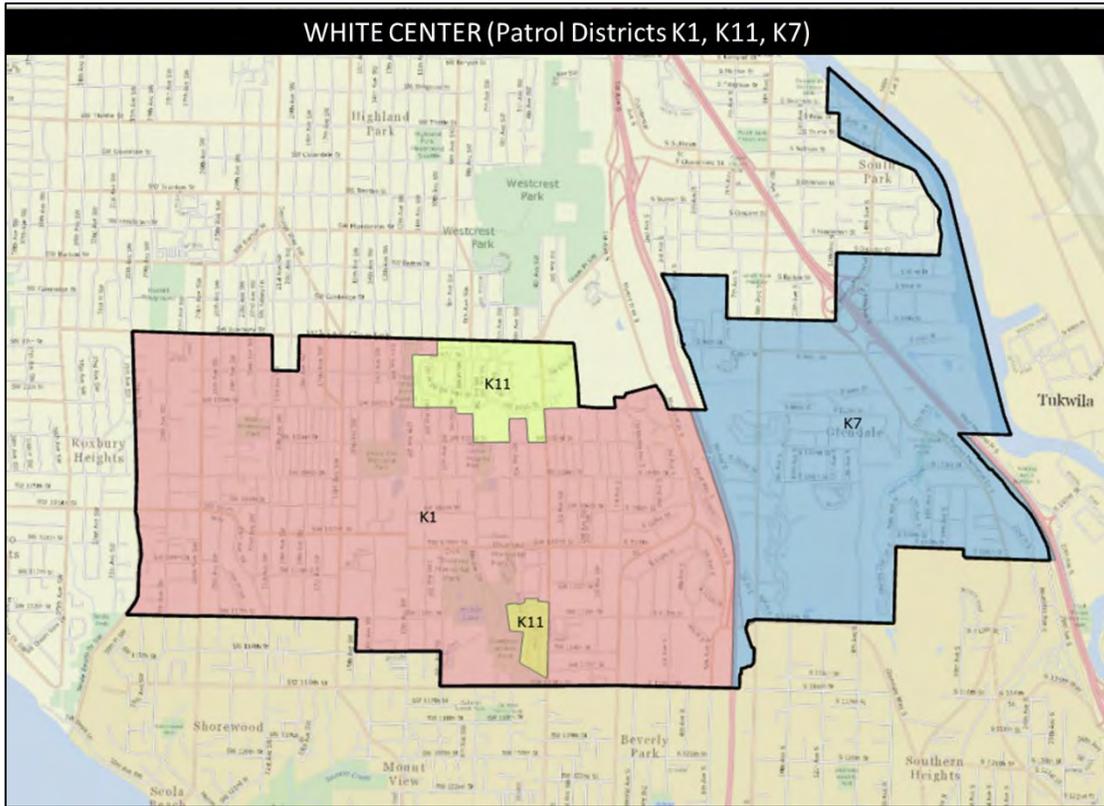


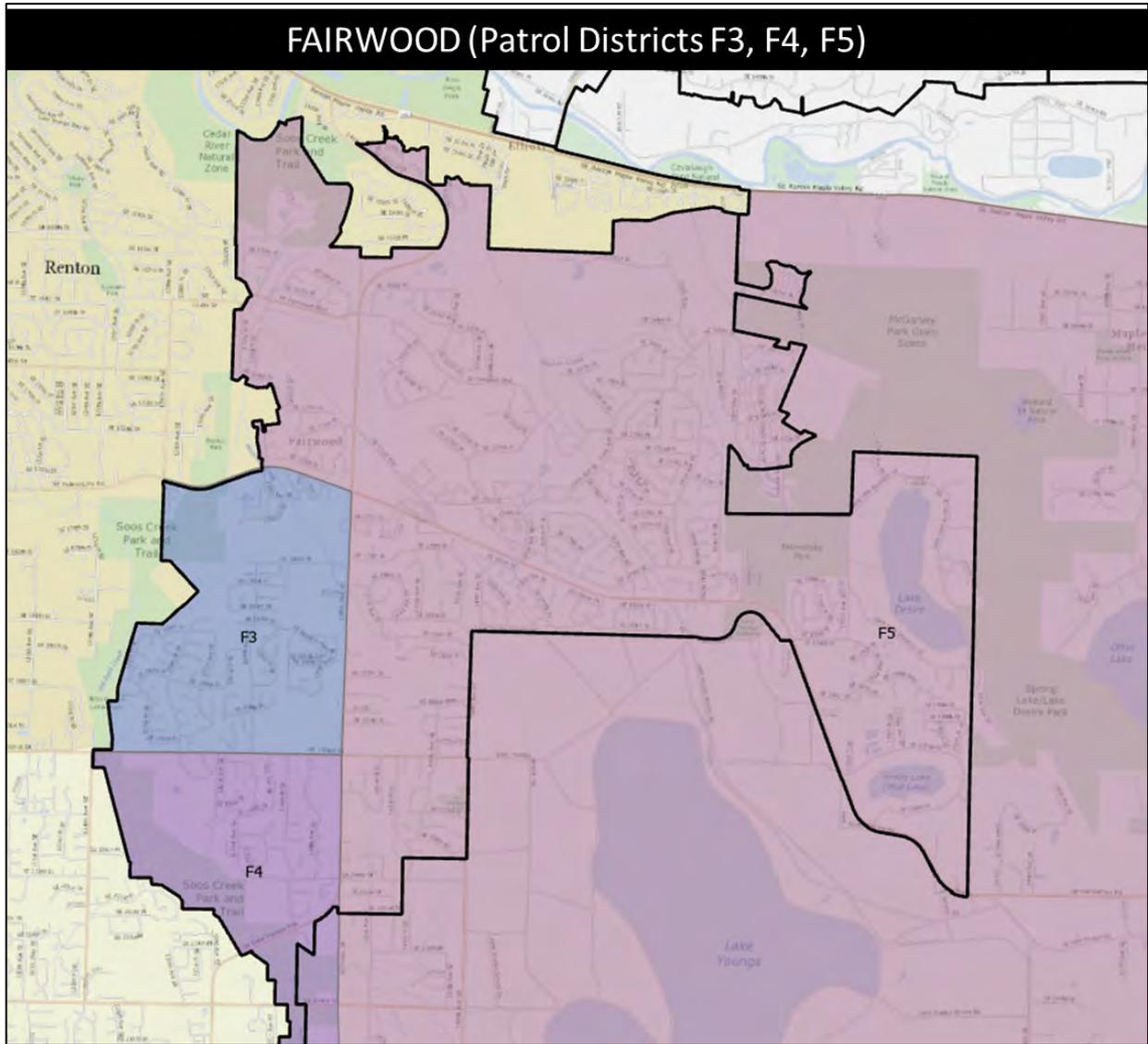
### Rent as a Percentage of Household Income

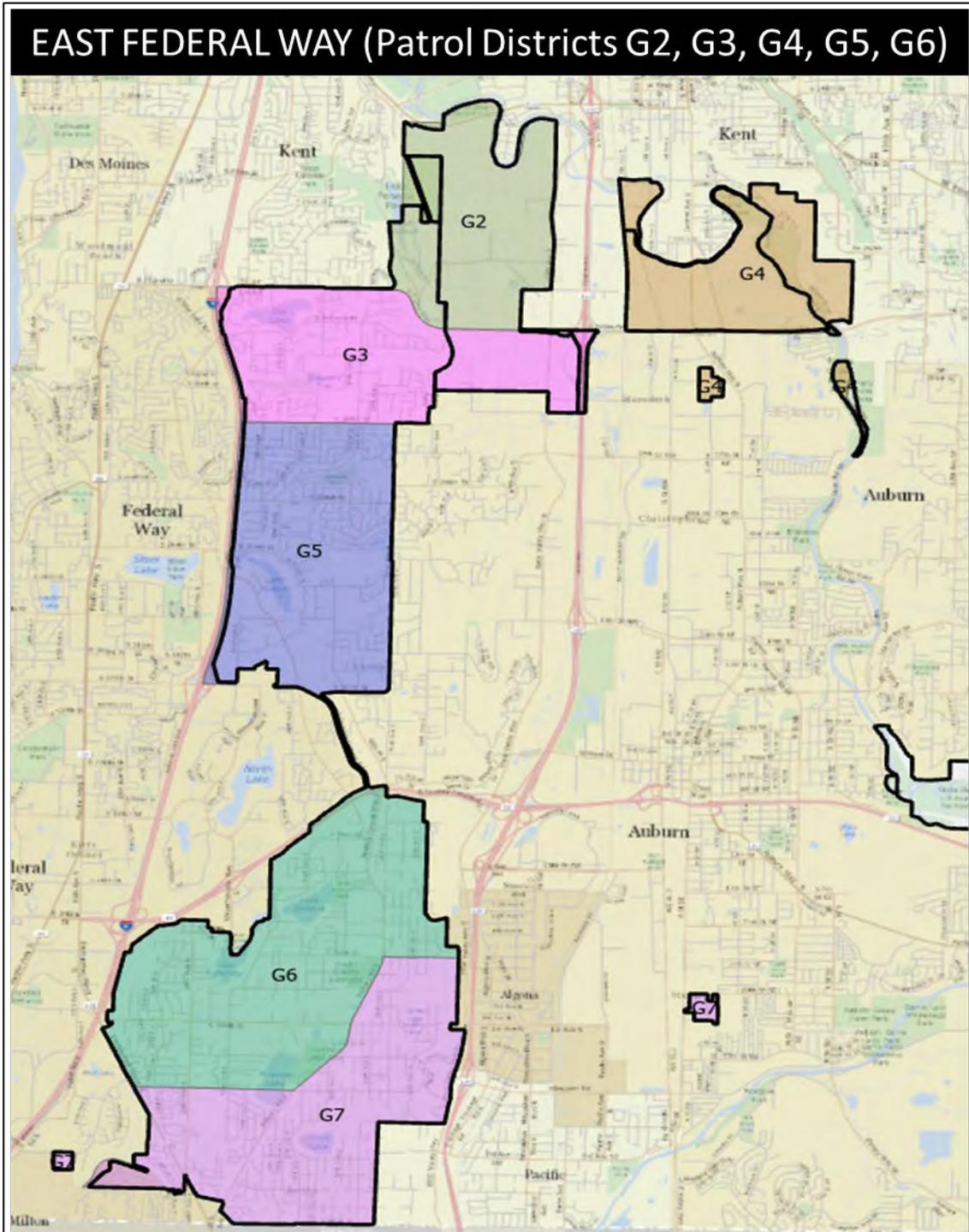


Source: U.S. Census Bureau, American Community Survey 5-year estimates 2013-2017

# King County Sheriff's Office – West King County CSA Patrol Districts







## West King County Areas

The communities designated as the West King County Area are urban unincorporated areas of King County including East Federal Way, North Highline, West Hill, Fairwood and East Renton. These communities represent potential annexation areas to neighboring cities.



North Highline – this unincorporated urban area includes White Center and Boulevard Park communities as well as smaller communities. The area has a robust business district located in White Center on 17th, 16th, 15th and 14<sup>th</sup> Avenues. The area has been designated as a Potential Annexation Area by the City of Seattle.

East Federal Way – a community of approximately 22,000 people located east of I-5 and the City of Federal Way. Mainly residential, the area comprises most of the remaining urban designated land between Federal Way, Auburn and the Pierce County line.

West Hill – an area surrounded by the cities of Renton, Tukwila and Seattle. It comprises of the neighborhoods of Bryn Mawr, Lakeridge, and Skyway. The area is in the Potential Annexation Area designation of the City of Renton.

Fairwood – located east of the City of Renton and extends to the Urban Growth Boundary. This area is in the City of Renton’s Potential Annexation Area.

East Renton – located east of the City of Renton and north of the Cedar River, East Renton encompasses most of the remaining Urban Growth Area on the plateau east of Renton out to 184h Avenue SE.

### West King County Areas Summary

As Local Services begins to disaggregate performance measures and further develops its understanding of community interests and needs, we will develop thoughtful summaries of service for each community service area. In the tables below, grayed out measures indicate that no CSA level data is available for those measures.

## How did we serve the West King County Areas CSA?

### King County Sheriff (KCSO)

The KCSO has provided the number of Dispatched Calls for Service in unincorporated King County by patrol district. Included in the table below is the number of calls by district that are at least partially included in this CSA. Dispatched Calls for Service are calls received in the KCSO Communications Center which result in one or more patrol units being dispatched.

Dispatched Calls for Service per 1000 Residents				
Patrol District	Q1	Q2	Q3	Q4
Fairwood (population 22,394)				
F3	155	150	158	
F4	58	59	61	
F5	1048	1093	1229	
Combined (per 1000 Residents)	56.3	58.1	64.7	
East Federal Way				
G2	18	25	22	
G3	185	238	261	
G4	63	56	82	
G5	371	435	452	
G6	323	395	412	
G7	180	212	224	
Combined (per 1000 Residents)	32.1	45.7	48.8	

Dispatched Calls for Service per 1000 Residents				
Patrol District	Q1	Q2	Q3	Q4
White Center				
K1	1678	1872	2022	
K7	363	392	402	
K11	162	179	196	
Combined (per 1000 Residents)	94.1	100.1	112.0	
Skyway				
K8 (per 1000 Residents)	60.9	67.0	72.3	

### Roads and Bridges

Bridge	Q1	Q2	Q3	Q4
Bridge Inspections and Analysis		0	4	

### Regional Animal Services

Field Service Patrol (Priority 1-3 Calls)	Q1	Q2	Q3	Q4
Field Activity Counts		35		

## Permitting

	Q1	Q2	Q3	Q4
<b>Permits Issued</b>				
Trade	179	278	201	
Residential Building	49	56	78	
Commercial Building	26	27	23	
Land Use / Other	32	42	57	
<b>Total</b>	<b>286</b>	<b>403</b>	<b>359</b>	
<b>Code Enforcement</b>				
Backlog of Cases in Voluntary Compliance			157	
New Cases Opened			131	

## On-site Sewage System and Gas Plumbing and Piping

	Q1	Q2	Q3	Q4
<b>Permitting</b>				
OSS Design Applications (Volume and Percent Responded Under 60 Days)		7	8	
OSS Installation Permits		7	21	
Remodel/New use Proposal OSS Reviews		5	4	
Subdivision Permit Reviews		1	0	

## Surface Water Management

	Q1	Q2	Q3	Q4
<b>Inspection and Maintenance of Existing Facilities</b>				
Inspections (Maintained by SWS)		66	15	14
Inspections (Commercial Facilities)		3	113	78

## Parks

	Q1	Q2	Q3	Q4
<b>Parks</b>				
Acreage		423.04	423.04	

## What are we building in the West King County CSA?

In addition to providing local services in the West King County CSA, King County agencies are investing in multiple infrastructure construction and maintenance projects. The descriptions of these projects and their quarterly updates are detailed by service partner in the matrices below.

### Roads and Bridges

Total product category costs can be found in the unincorporated King County regional CIP section, beginning on page 20. A subset of Roads capital projects underway within the West King County Areas CSA is provided below for illustrative purposes

Project Name	Product Family	Construction Start	Project Status	Additional Information
Southwest 102nd Street & 8th Avenue Southwest Roundabout	Traffic Control/Safety	Q3 2019	Implementation	
Southeast 176th & Southeast 171st Way Roundabout	Traffic Control/Safety	Q3 2019	Implementation	
Renton Ave Phase III Sidewalk Construction between 68th Avenue South and South 112th Street	Roadside	Q2 2021	Final Design	
High Collision Sightline Improvements at South 360th Street & 32nd Ave South	Traffic Control/Safety	Q4 2019	Final Design	
South 360 Street & Military Road Roundabout	Traffic Control/Safety	Q2 2021	Preliminary Design	

Project Name	Product Family	Construction Start	Project Status	Additional Information
School Pathway Project 42nd Ave South between South 278th Street and Valhalla Elementary School	Roadside	Q3 2020	Final Design	
School Pathway Project South 360th Street between 32nd Avenue South and the property line of Sequoyah Middle School	Roadside	Q3 2020	Final Design	
School Pathway Project South 298th Street between 36th Place South to 39th Place South	Roadside	Q3 2020	Final Design	
South 96th Street Stormwater Pipes	Drainage	Q2 2019	Substantially complete in August 2019	
55th Avenue South Culvert south of South 277th Avenue	Drainage	Q2 2019	Implementation	
Flood Control 162th Avenue Southeast at 166th Court Drainage Project Design	Drainage	Q2 2020	Final Design	
Petrovitsky Road and 134th Avenue Southeast Culvert Improvement	Drainage	Q2 2021	Final Design	

Project Name	Product Family	Construction Start	Project Status	Additional Information
Petrovitsky Road at 151st Avenue Southeast Culvert Improvement	Drainage	TBD	Final Design	
South 370th Street Culvert Replacement	Drainage	TBD	Preliminary Design	
28278 Green River Road Culvert Replacement	Drainage	Q3 2020	Implementation	Construction rescheduled for summer 2020 due to delay in materials delivery.

### Surface Water Management

There are currently no Surface Water Management CIP projects in the West King County Areas.

## Parks

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Five Mile Lake Pavement and Curb Repair	Asphalt repair on both entry ways (Park and KC Shop). Replace all curbing and bumper blocks in the main parking lot.	\$165,000	\$155,909	\$116,921	Completed Q2 2019	Construction completed
Steve Cox Tennis Lighting	Replace lighting at the tennis courts.	\$230,000	\$326,999	\$6,382	Q4 2019	Construction completed in Q3 2019 Punchlist to be completed in Q4 2019
Petrovitsky Park Play Area Rehab	Rehabilitate the two existing play areas at Petrovitsky Park.	\$575,000	\$557,624	\$469,797	Q4 2019	Construction in progress and on schedule.
Green River Trail Extension	Preliminary design to extend the Green River Trail north from Cecil Moses Park to the Duwamish River Trail (Seattle).	\$400,000	\$443,425	\$7,269	Q3 2020	Design work will begin in Q4 2019

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Five Mile Lake Park Restroom Repair	Interim repairs to existing restroom until full rehab can be done as part of the next 6-Year CIP.	Funded through previous budget appropriation	\$77,821	\$7,269	Q4 2019	
Maplewood Pathway Paving	Repave pathways throughout Maplewood Park.	\$250,000	\$243,691	\$1,472	Q2 2020	
Steve Cox Restroom Replacement	Add four Portland Loo restroom units, two near the stadium and two near the playground.	\$200,000	\$748,576	\$125,371	Q2 2020	
Skyway Park Improvements	Construct improvements throughout the park including a mini-mod soccer field, new playground, and general ADA access improvements.	\$1,100,000	\$1,647,085	\$3,747	Q3 2020	Timing of construction dependent on DLS permit issuance. Permit application submitted August 2019.

Parks Capital Project Name	Scope of Work	Funds allocated to Subproject from 2019/20 Budget	Q3 Budget	Q3 Actual Spent	Planned Completion (Quarter, Year)	Project Notes
Skyway Park Play Area Rehab	Rehabilitate the existing playground at Skyway Park. This project has been combined with the larger set of improvements in the park.	Funded through previous budget appropriation	\$1,727,194	\$3,747	Q3 2020	

## Appendices

### Appendix A: County Strategic Goals and Objectives

**Mobility** - Deliver a safe, reliable, and seamless network of transportation options to get people and goods where they need to go, when they need to get there\*

1. Increase integration between transportation modes and all service providers
2. Preserve and optimize the mobility system
3. Ensure the safety and security for customers and employees using the mobility network
4. Provide more equitable mobility access and reduce historic gaps

**Safety and Justice** - Provide for a safe and just community through proactive law enforcement and an accessible and fair justice system, while implementing alternatives to divert people from the criminal justice system.

1. Enhance community safety
2. Reduce disproportionate minority representation in the criminal justice system
3. Increase diversion of young people from the criminal justice system and minimize the harmful effects of incarceration on youth
4. Reduce overall incarceration rates in County jails for individuals who do not pose a public safety risk
5. Support a safe, accessible and fair justice system by developing long-term, sustainable funding solutions

**Health & Human Services** - Improve the health and well-being of all people in our community.

1. Ensure that babies are born healthy and establish a strong foundation for lifelong health and well-being
2. Provide equitable opportunities for all children to progress through childhood safe and healthy, with academic and life skills to thrive in their community
3. Reduce disparities and improve overall health and personal well-being to create thriving communities
4. Improve the outcomes and lower the costs of care in King County by focusing on prevention and recovery from health and social problems
5. Improve health, social outcomes, and experience of care while lowering County costs for high utilizers of jail with mental health and/or substance use conditions

**Economic Vitality** - Increase access to family wage job opportunities throughout the County.

1. Add and retain jobs in King County, prioritizing sectors that lead to family-wage jobs
2. Improve job pay and benefits for the lowest wage workers
3. Provide opportunities for people in low-wage jobs to move up career ladders
4. Prepare all youth to achieve self-sufficiency and be contributing members of society

**Accessible, Affordable Housing** - Increase access to quality housing that is affordable to all.

1. Improve services to make homelessness rare, brief, and one-time
2. Provide targeted affordable housing resources to communities and individuals that meet their specific needs
3. Increase housing stability for low-income families
4. Seek innovative partnerships to expand the supply and funding of affordable housing

**Healthy Environment** - Preserve open space and rural character while addressing climate change.

1. Maintain rural character by focusing new growth in urban areas
2. Protect and support healthy and productive farms, forests, and open spaces
3. Reduce countywide greenhouse gas emissions by 50 percent by 2030
4. Integrate climate preparedness into County operations and provision of public services

**Efficient, Accountable Regional and Local Government** - Ensure that County government operates efficiently and effectively and is accountable to the public.

1. Develop a highly engaged, diverse, culturally responsive, and high-performing workforce
2. Align funding, policy, and operational goals of King County government with community priorities
3. Optimize County operations through innovation and continuous improvement
4. Deliver consistent, responsive, equitable, high-quality services to residents, cities, and districts
5. Exercise sound financial and risk management and build King County's long-term fiscal strength

## Appendix B: Future Partner Timeline

2019	2020
<ul style="list-style-type: none"> <li>• Phase I service partnership agreement signing (Jan)</li> <li>• Develop Service partnership agreement Phase II process (Jun)</li> <li>• Launch Phase II (Sep)</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Phase II agreements (May)</li> <li>• Draft Phase I renewals (Jun)</li> <li>• Final agreements for 2021-22 Biennium (Sep)</li> </ul>

## Appendix C: Product Catalogs

### Department of Local Services, Road Services Division

The Road Services Division is responsible for all county-owned roads, bridges, and related infrastructure in the unincorporated areas of the county and must meet the road-related transportation needs of a very large and diverse service area. The county's many bridges are an integral part of the road system, as are the other components such as sidewalks and pathways, bike lanes, guardrails, drainage and water quality facilities, traffic control equipment, and traffic cameras. Their services are broken down into several product families: Roadway, Bridges and Structures, Traffic Control/Safety, Drainage, and Roadside that have various operational and Capital Improvement Program (CIP) activities. Listed below are several representative examples of these product families.

#### 1. Roadway

The roadway enables movement of people and goods, serving residents, commerce, emergency services, and other users. All roads are shared use roadways, per state law, and accommodate cars, trucks, buses, and bicycles for their travel needs. Traffic volume and vehicle weight, especially heavy trucks and buses, plus water and weather all impact the rate of deterioration of the roadway asset. Road pavement protects the substructure below from deterioration. Pavement must eventually be resurfaced due to wear and tear or the substructure will deteriorate at an accelerated rate. The substructure is critical to the structural integrity of the road. Typical Roadway activities to be funded in the upcoming biennium include roadway resurfacing, limited road reconstruction, small surface repairs (pothole filling, patching, etc.), snow and ice response (plowing, sanding, anti-ice treatment), and ongoing pavement condition rating. This product family includes:

- Roadway surface - the drivable surface, which is typically made of asphalt, gravel, concrete, or brick.
- Roadway substructure - several differing layers of gravel, dirt, and other materials, to support the roadway surface. Many of the county's older roads were built upon wood and rock, rather than engineered with modern materials.
  - a. Outcome:
    - i. Preserve roadway infrastructure using cost effective resurfacing treatments and minor roadway rehabilitation to extend the useful life of existing roads
    - ii. As resources permit, rebuild selected roadways when pavement preservation efforts are no longer effective
    - iii. Facilitate accessibility for emergency vehicles
    - iv. Promptly respond to emergent hazards
  - b. Select Output Units & Biennium Budget (2019-2020) - this is a representative list and is not intended to capture all biennium accomplishments:
    - i. Roadway Resurfacing: Up to 25 centerline miles to be resurfaced (overlay, chip-seal, etc.) this biennium, \$9.7 million biennium budget
    - ii. Snow and Ice Response: Up to 15 percent (473 lane miles) of the road system plowed and/or treated with sand/salt during a countywide event, \$3.0 million biennium budget
    - iii. Pavement Condition Inspection and Analysis: 33 percent of road pavement rated annually, \$0.9 million biennium budget

- iv. Total biennium budget request for capital and operating associated with the roadway product family: \$46.7 million
- c. Critical Quality Standards:
  - i. Pavement inspection and condition scores, as measured by industry standard methods
  - ii. Meets local, state, and federal regulations and standards

## 2. Bridges and Structures

Bridges are key components of the county road network that provide routes over bodies of water, roads, lowlands, railroad tracks, or other obstacles. Bridges are inspected regularly and if found to be unsafe must be fixed or closed. Closures can result in loss of access to property or longer travel times due to detours. Structures enable roads to exist in diverse landscapes by controlling and shaping the natural environment and providing protection from environmental impacts such as flooding, tides, waves, storm surges, and landslides. Typical bridge activities to be funded include: bridge replacement/rehabilitation; bridge priority maintenance; bridge scour/abutment repairs; minor bridge maintenance and repair; bridge inspection and analysis; South park Bridge operations. The bridges and structures product family include:

- Bridges - can be made of concrete, steel, or timber and include long span bridges, short span bridges, safety enhancement bridges that help keep wildlife off roadways, and pedestrian bridges.
  - Structures - infrastructure designed to retain the natural environment and protect the built environment. Examples include seawalls and retaining walls.
- a. Outcome:
    - i. Perform high priority replacement, preservation and maintenance projects to keep the bridge inventory serviceable and safe for the traveling public.
  - b. Select Output Units & Biennium Budget (2019-2020) - this is a representative list and is not intended to capture all biennium accomplishments:
    - i. Bridge replacement/rehabilitation, CIP \$7.1 million biennium budget
    - ii. Bridge priority maintenance, CIP \$1.6 million biennium budget
    - iii. Bridge inspection and analysis: 100 percent of King County's 178 vehicular bridges routinely inspected, \$1 million biennium budget
    - iv. Total biennium budget request for capital and operating associated with the bridge product family: \$23.3 million
  - c. Critical Quality Standards:
    - i. Meets local, state, and federal regulations
    - ii. Sufficient communications to the public regarding bridge restrictions and closures
    - iii. Bridge condition rating
    - iv. Using a Council approved priority ranking process, decrease the number of the King County bridge inventory in unsatisfactory condition to the degree feasible within available funding.

## 3. Traffic Control/Safety

Traffic control/safety devices promote safety and efficiency and can enhance transit speed and reliability by enabling the orderly movement of all road users. The traffic control/safety product family includes devices and other traffic-related safety measures used to regulate, warn, or guide traffic (vehicle and pedestrian) and includes the following:

- Signs and pavement markings.

- Street lighting.
- Signals (flashing beacons, full traffic signals, and associated equipment).
- Roundabouts
- Intelligent transportation system (ITS) equipment - cameras, electronic signs, license plate readers for travel time estimation, traffic counters, radar speed feedback signs, and other information gathering and communication devices.
  - a. Outcomes:
    - i. Improved intersections and turning movement safety and efficiency for all users of the road network, including vehicles, pedestrians, and bicyclists
    - ii. Improved safety in designated school zones
    - iii. Reduction of collisions in targeted intersections and road segments
    - iv. Clear and current traffic information for drivers
  - b. Select Output Units & Biennium Budget (2019-2020) - this is a representative list and is not intended to capture all biennium accomplishments:
    - i. Signal preventative maintenance conducted on 100 percent of signals four times per year, \$0.114 million biennium budget
    - ii. Intersection improvements and roundabouts, CIP \$1.3 million biennium budget
    - iii. School zone safety improvements, CIP \$0.2 million biennium budget
    - iv. Total biennium budget request for capital and operations associated with the traffic control/safety product family: \$31.4 million
  - c. Critical Quality Standards:
    - i. Meets local, state and federal regulations and standards

#### 4. Drainage

Drainage infrastructure moves stormwater away from the roadway. Stormwater may originate from the road surface, from neighboring properties or from further distances. Standing water can be a safety hazard to road users and accelerates the deterioration of the roadway surface and substructure. Draining infrastructure also reduces flood risk to the built environment by collecting and redirecting stormwater to natural bodies of water and designated collection points. Draining infrastructure may improve the safety and condition of the road system while enhancing fish passage, by replacing culverts that are in poor or failing condition, or undersized, with new culverts of fish passable design. In addition, draining infrastructure reduces water pollution by collecting stormwater and filtering out pollutants and sediment via settlement, infiltration, or other processes. The drainage product family includes:

- Conveyance systems, located within Roads right-of-way, which move water from one location to another. These include pipe networks, culverts, ditches, and catch basins.
- Detention and treatment systems, such as stormwater ponds, rain gardens, vaults and swales.
  - a.
  - b. Outcome:
    - i. Replace failing and preserving aging drainage assets and associated roadway features in compliance with current regulations, codes, and standards.
    - i. Select Output Units & Biennium Budget (2019-2020) - this is a representative list and is not intended to capture all biennium accomplishments Cleaning and inspection of enclosed systems: 100 percent of catch basins cleaned annually \$0.25 million biennium budget
    - ii. Cleaning of ditches: 250K feet cleaned, \$4.0 million biennium budget

- iii. Total budget request for capital and operations associated with the drainage product family: \$45.7 million biennium budget
- c. Critical Quality Standards:
  - i. Meets local, state, and federal regulations and standards
- 5. Roadside
  - a. The roadside product family includes the various road system features and components that are within the road right-of-way but outside the travel lanes of the road. This includes: sidewalks, pathways, shoulders, planters and landscape walls, roadside slopes, and curb ramps. (Note: Drainage facilities may be located in the roadside area but are treated as a separate product family.) Road shoulders can provide space for slow-moving vehicles, disabled vehicles, nonmotorized travel, and construction and maintenance activities. Typical Roadside activities to be funded in the upcoming biennium include: guardrail construction and upgrades; pathway construction; sidewalk repair; road shoulder vegetation management; shoulder cleaning and restoration; slide repair/bank stabilization (emergent service); storm washout repair response.
  - b. Outcomes:
    - i. Reduced safety risks associated with run-off-the-road collisions
    - ii. Improved safety for pedestrians, bicyclists, and other users of the roadside
    - iii. Repaired roadway shoulders and slopes that have failed
    - iv. Maintain sufficient sight distance for road users
  - c. Select Output Units & Costs (2019-2020) - this is a representative list and is not intended to capture all biennium accomplishments):
    - i. Pathway Construction, CIP \$0.28 million
    - ii. Sidewalk repair of 6000 feet in ESJ communities, \$0.917 million biennium budget
    - iii. Road shoulder vegetation management of 3,500 shoulder miles, \$3.7 million biennium budget
    - iv. Shoulder cleaning and restoration of one million feet, \$3.0 million biennium budget
    - v. Total 2019-2020 budget request for capital and operations associated with roadside, \$39.0 million
  - d. Critical Quality Standards:
    - i. Meets local, state, and federal regulations and standards

## Department of Natural Resources and Parks, Parks Division

1. Passive Parks
  - a. Passive parks are properties designed for residents to use for recreational and contemplate uses that typically require low levels of maintenance and development.
  - b. Outcome:
    - i. Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
    - ii. Improved public use as measured by customer and stakeholder surveys
  - c. Output Units & Cost:
    - i. Estimated Units: 510 acres over about 20 sites
    - ii. Estimated Costs: \$3,400 per acre, totaling \$1.7 million
  - d. Critical Quality Standards:
    - i. Fewer invasive & noxious weeds
    - ii. Trees planted
    - iii. Volunteer engagement
2. Active Parks
  - a. Active parks are properties that support independent, group, and team activities that require a significant level of development, maintenance, operation, and scheduling. Active parks typically have amenities such as ballfields, picnic shelters, and restrooms.
  - b. Outcomes:
    - i. Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
    - ii. Improved public use as measured by customer and stakeholder surveys
  - c. Output Units & Cost (2019-2020):
    - i. 790 acres over about 30 sites
    - ii. Estimated \$10,633 per acre, totaling \$8.4 million
  - d. Critical Quality Standards:
    - i. Conduct monthly inspections on all play structures and exercise equipment to identify potential hazards, maintenance concerns, and replacement
3. Programs
  - a. The White Center Teen Program provides recreational programming for youths aged 12-19 from the White Center area and community groups for youth recreation. This program is based out of Steve Cox Memorial Park
  - b. Outcome:
    - i. Healthy communities as measured by public health metrics such as neighborhood crime, obesity rates, etc.
    - ii. Improved public use as measured by customer and stakeholder surveys
  - c. Output Units & Costs (2019-2020):
    - i. Estimated 2,400 program hours
    - ii. \$1,250 per hour, totaling an estimated \$3.0 million

## Storm Water Services

In line with our SPA, SWS delivers broad services to unincorporated King County residents in the following categories: Inspection and Maintenance of Existing Facilities, Capital Improvement and Construction of Facilities, Stormwater Services Pollution Prevention, and Technical Assistance, with various operational and Capital Improvement Program (CIP) activities.

### 1. Stormwater Services Facilities

- a. Stormwater facilities include those that control and treat stormwater runoff, and those that collect and convey it. This includes ponds, tanks, and vegetated swales that reduce the quantity of runoff as well as pipe systems, culverts, and ditches that collect and convey the stormwater runoff. Most stormwater facilities are constructed by private parties as required when developing land. Others are constructed by King County to address flooding, erosion, or water quality problems. Stormwater Services (SWS) is responsible for making sure all such facilities are mapped and maintained in accordance with state and federal regulations. SWS does this through regular inspections of both public and private facilities. SWS has its own inventory of facilities as well which it proactively manages to prevent costly failures.
- b. Outcomes:
  - i. Public safety and property protection - reduce the risk of personal harm and damage to homes, roads, buildings, facilities, and farmland from flooding, erosion, pollution, and facility failures.
  - ii. Aquatic health - protection and restoration of water quality and quantity in streams, lakes, and wetlands.
- c. Output Units & Costs:
  - i. Inspection and Maintenance of Existing Facilities:
    1. 1,520 maintenance inspections of facilities maintained by SWS (1,017 total facilities)
    2. 990 maintenance inspections of facilities maintained by others (993 total facilities)
    3. 230 miles of KC conveyance system inspected for mapping (570 miles left to map)
    4. Total cost of inspection/maintenance: \$7.0 million
  - ii. Capital Improvement and Construction of Facilities:
    1. 10 feasibility studies to scope future project needs
    2. 50 facilities improved to prevent future failures
    3. 8 projects to address flooding problems arising from changes in the natural drainage system
    4. 4 projects to improve or add new stormwater control/treatment facilities on public land
    5. 10 projects to add stormwater control/treatment features on private developed land
    6. Total cost of capital program: \$8.2 million
- d. Critical Quality Standards:
  - i. 90% or better of stormwater control/treatment facilities compliant with standards
  - ii. 150 acres or more of farmland put back into production through drainage improvements

### 2. Stormwater Services - Pollution Prevention

- a. SWS operates programs aimed at finding pollutant sources and taking steps to keep them from contaminating stormwater runoff. These programs implement the following activities:
    - i. Inspection of business sites to identify causes of pollution (e.g., cleaning, fueling, and storage of equipment, trash, and materials)
    - ii. Inspection and sampling of the County's stormwater conveyance system to check for pollution
    - iii. Inspection and sampling within the watersheds of known polluted streams, lakes, and other waterbodies to detect and eliminate the sources of that pollution
    - iv. Investigation of reported water quality problems and follow-up as needed to detect and eliminate sources of pollution contributing to the problem
    - v. Public education to increase awareness of stormwater pollution and eliminate behaviors that cause pollution
  - b. Outcomes:
    - i. Public safety - reduce risk of personal harms from stormwater pollution
    - ii. Aquatic health - protection and restoration of water quality and beneficial uses (fishing and swimming) of streams, lakes, and wetlands
  - c. Output Units & Cost (2019-2020):
    - i. 40% of business sites inspected
    - ii. 24% of the conveyance system inspected per year
    - iii. 242 known polluted waterbodies in unincorporated King County
    - iv. 12 watersheds of focus in 2019-2020 that drain to known polluted waterbodies and encompass a total land area of 89 square miles
    - v. 1,800 water samples tested
    - vi. 14 different outreach campaigns
    - vii. 20 outreach events planned
    - viii. 12 discrete outreach subjects targeted
    - ix. 48 different outreach target audiences
    - x. Total Cost of Pollution Prevention: \$3.2 million
  - d. Critical Quality Standards:
    - i. 100% compliance with pollution prevention standards achieved of businesses inspected
    - ii. 100% elimination of located sources of pollution
    - iii. 24-hour turnaround or better on investigation of reported water quality problems
3. Stormwater Services - Technical Assistance
- a. Stormwater Services assists landowners, residents, communities, and other agencies deal with a variety of stormwater issues and requirements that may affect those entities. Key among these are the following:
    - i. Helping landowners understand and deal with drainage problems that they are responsible for
    - ii. Helping landowners understand the annual Surface Water Management (SWM) fee they are charged based on the use or amount of impervious surface on their land and available discounts based on having facilities or features that control or treat the stormwater runoff leaving their property
    - iii. Helping permit applicants, design engineers, and permit reviewers with interpreting, applying, and varying from the requirements of the King

- County Surface Water Design Manual (SWDM) for designing stormwater facilities on development projects
- iv. Helping state and federal regulators stay informed of the County's programs and progress toward complying with the National Pollutant Discharge Elimination System (NPDES) stormwater permit issued to KC under the federal Clean Water Act
- v. Helping County agencies understand, deal and comply with the NPDES permit and address other stormwater issues
- b. Outcomes:
  - i. Public safety and property protection - reduce the risk of personal harm and damage to homes, roads, buildings, facilities, and farmland from flooding, erosion, pollution, and facility failures
  - ii. Aquatic health - protection and restoration of water quality and quantity in streams, lakes, and wetlands
  - iii. Customer satisfaction - residents, landowners, and others served are satisfied with assistance received
- c. Output Units & Cost (2019-2020):
  - i. 300 drainage problems investigated
  - ii. 190 engineering reviews of problems
  - iii. 90 impervious surface re-measures
  - iv. 50 discount requests
  - v. 100 responses to user questions
  - vi. 80 consultations with permit reviewers
  - vii. 24 variance consultations
  - viii. 2 annual Stormwater Management Program Plans
  - ix. 2 annual reports
  - x. Total Cost of Technical Assistance: \$4 million
- d. Critical Quality Standards:
  - i. 3-day response time or better for initial contact to schedule a drainage problem investigation
  - ii. 30-day turnaround or better on requests for SWM fee re-measures and discounts
  - iii. 2-day response time or better to answer SWDM questions from users
  - iv. 100% compliance with KC's NPDES permit

## Regional Animal Services King County

RASKC has the responsibility to deliver efficient and effective animal services in unincorporated King County. They work with the Department of Local Services to ensure unincorporated King County residents and businesses are getting the expected animal services. RASKC also works, where practical, broader King County Goals and policies for unincorporated King County into planning, programming and delivery of animal services to unincorporated King County. The services RASKC provides to unincorporated King County are broken down into three categories: Shelter Services, Field Service Patrol, and Pet Licensing.

### 1. Shelter Services

- a. Animal shelters are places where animals, nearly all dogs and cats, can be cared for pending placement in a new forever home. Professional staff, an onsite veterinary clinic, and highly active volunteer and foster programs provide animal care 365 days a year. Services include:
  - i. Kenneling
  - ii. Lost pet matching and redemption (online lost and found)
  - iii. Eight off-site adoption locations throughout King County
  - iv. Veterinary medical and surgical care
  - v. Volunteer program including off-site foster animal care support
  - vi. Transfer based space available rescue of pets at risk of euthanasia
  - vii. Donation-funded veterinary specialty care pets capable of rehabilitation
- b. Outcome:
  - i. Animals sheltered - capacity 47 dog kennels, 217 cat kennels, 10 other
  - ii. Lost & found pet redemptions
  - iii. Adoptions
  - iv. Prevention Spay Neuter(S/N) surgeries
  - v. Volunteer opportunities
- c. Output Units & Costs (2019-2020):
  - i. Animal intakes in the unincorporated area: 3,800
  - ii. S/N surgeries: 3,100 (2,200 adoption pets, 900 public service)
  - iii. Volunteer count/hours: 766 active volunteers; 120,523 hours
- d. Critical Quality Standards:
  - i. Behavioral enrichment and medical management
  - ii. Shelter/offsite adoption locations meet SKCPH licensing requirements
  - iii. Live release rate

### 2. Field Service Patrol

- a. Services include the operation of a public call center, dispatch of animal control officers (ACO) and vehicles, investigating complaints and animal cruelty, collecting and delivering animals to the Animal Shelter and Adoption Center in Kent. Animal control field service calls for service are prioritized by severity (1-5) for triaged response and follow up action. Three control districts geographically located for officer staffing.
  - i. 11 Animal Control Vehicles
  - ii. Call center (M-F 8:30 A.M. - 4:30 P.M.)
  - iii. Seven day per week response for routine field services
  - iv. 24/7 response to afterhours priority calls (Emergency response assist, injured animals, animal threatening)
- b. Outcomes:
  - i. Timely response and resolution to resident animal complaint

- ii. Access to King County Hearing Examiner to independently assess appeals of any enforcement action
    - c. Output Units & Cost (2019-2020):
      - i. Priority 1-3 initial calls: 1,100
        - 1. Priority 1: Immediate threat to life, health, or safety of humans
        - 2. Priority 2: Immediate threat to life, health, or safety of animals
        - 3. Priority 3: Urgent - Potential threat to life, health, or safety of humans or animals
      - ii. Priority 4 & 5 initial calls: 2,300
        - 1. Priority 4: Non-emergency, non-severe bite, stray animal confined, supervisor discretion
        - 2. Priority 5: Non-emergency, non-urgent service requests, nuisance, follow-up inspections
    - d. Critical Quality Standards
      - i. Equipped ACO vehicle
      - ii. Geolocation in ACO vehicles
      - iii. Chameleon data system access
      - iv. Trained ACO
      - v. Response time to complaints
- 3. Pet Licensing
  - a. Dogs and cats are licensed providing easy identification of stray pets (leading to prompt return) and to provide base funding for animal services. Marketing and education via direct mail, social media, and neighborhood campaigns.
  - b. Capacity:
    - i. 24/7 Online pet licensing (new & renewal)
    - ii. Mail-in and counter sales
    - iii. About 65 pet licensing sales partners
    - iv. About 400 pet license brochure ("Tag you're it") partners
    - v. After-hours tag telephone information service to identify lost/found pets
    - vi. Enhanced licensing support services available on a fee for service basis
  - c. Outcomes:
    - i. Number of dogs and cats licensed
    - ii. Revenue for pets licensed
  - d. Output Units & Costs (2019-2020):
    - i. Biennial licenses issued: 62,000
  - e. Critical Quality Standards:
    - i. Timely issuance (cycle time)
    - ii. Online license sales portal availability
    - iii. Unincorporated King County pet license compliance

## Department of Local Services, Permitting Division

The Permitting Division is responsible for regulating and permitting all building and land use activity in unincorporated King County through three major product families: Permits, Inspections, Code Enforcement and Abatement, Subarea Planning, and Business Licenses.

1. Permits
  - a. The Permitting Division issues land use and building code permits for UNINCORPORATED KING COUNTY. The acceptance of complete permit applications includes reviewing application materials for conformance with applicable codes and laws, requesting revisions or additional information, issuing permits for compliant applications
  - b. Outcomes:
    - i. Protection of the built and natural environments
    - ii. Structures that are resistant to fire, earthquake, flood damage
    - iii. Prevention of environmental degradation
  - c. Output Units & Costs (2019-2020):
    - i. Residential building: 6,000 permits, \$6.7 million, avg. unit cost \$1,100
    - ii. Commercial building: 1,000 permits, \$4.0 million, avg. unit cost \$4,000
    - iii. Land use/other: 2,400 permits, \$6.4 million, avg. unit cost \$2,700
  - d. Critical Quality Standards:
    - i. Permits issued comport with State and Federal laws, King County code
    - ii. Customer service
    - iii. Response time to plan submittal
2. Inspections
  - a. The Permitting Division employs a combination of electronic and in-person methodologies to confirm approved structures and/or equipment are built or installed according to plans and applicable codes.
  - b. Outcomes:
    - i. Protection of the built and natural environments
    - ii. Fire, earthquake, and flood resistant structures
    - iii. Environmental preservation through code compliance
  - c. Output Units & Cost (2019-2020):
    - i. Residential building: 25,800 inspections, \$7.3 million, avg. unit cost \$372
    - ii. Commercial building: 9,600 inspections, \$4.6 million, avg. unit cost \$372
    - iii. Land use/other: 660 inspections, \$1.5 million, avg. unit cost \$372
  - d. Critical Quality Standards:
    - i. Permits issued comport with State and Federal laws, King County code
    - ii. Inspection requests fulfilled within 24 hours
    - iii. Inspection results posted on-line upon completion of inspection
3. Code Enforcement and Abatement
  - a. The Permitting Division provides a resident-initiated process whereby the Division confirms violations of County maintained codes, then works iteratively with violator to gain compliance either voluntarily or through legal processes.
  - b. Outcome:
    - i. Resolution of code violations within 120 days
  - c. Output Units & Cost (2019-2020):
    - i. Anticipated violations opened: 2,000, \$4.4 million, avg. unit cost \$2,200

- d. Critical Quality Standards:
  - i. Percent of resolutions of code violations resolved within 120 days
- 4. Subarea Planning
  - a. The Permitting Division prepares a subarea plan for each of the 13 CSAs and urban communities in unincorporated King County; one plan produced each year, which is informed through robust public engagement.
  - b. Outcome:
    - i. Integrated and long-range policies and actions related to land use, environment, transportation, and other topics relevant to each CSA
  - c. Output Units & Cost (2019-2020):
    - i. Two Subarea Plans: Skyway-West Hill and North Highline, \$1.03 million, cost per plan \$515,000
  - d. Critical Quality Standards:
    - i. Plans are consistent and complaint with the WA Growth management Act
    - ii. Vetted by KC Lines of Businesses implementing plan actions
    - iii. Supports the KC Strategic, Comprehensive, Strategic Climate Action, and other regional plans
    - iv. Transmitted to and approved by Council in a timely manner
- 5. Business Licenses
  - a. Licensing of businesses in UNINCORPORATED KING COUNTY that have a greater risk of need for law enforcement, including cannabis producers and sellers, entertainment, used goods dealers, and charitable solicitors. Each business license is reviewed and renewed on an annual basis.
  - b. Outcome:
    - i. Licensee compliance with County code
  - c. Output Units & Cost (2019-2020):
    - i. Marijuana: 44
    - ii. Adult beverage: 80
    - iii. Other: 114
    - iv. Total cost: \$40,000
  - d. Critical Quality Standards:
    - i. Capture and reporting of licensee information to consumer agencies, e.g. King County Sheriff

## Department of Public Health

Public Health Seattle and King County is responsible for delivering efficient and effective services in throughout King County, coordinating with Local Services in unincorporated areas to ensure residents and business are getting those services; and incorporating where practical, broader King County goals and policies for unincorporated King County. The Service Partnership Agreement with Environmental Health Division of Public Health focuses on three programs: the Onsite Sewage System (OSS) Permitting Program, OSS Operations and Maintenance, and Plumbing and Gas Piping Inspections.

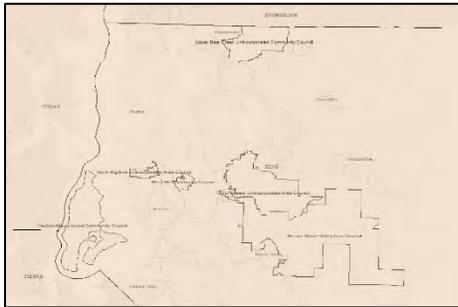
- 1. OSS Permitting in unincorporated King County
  - a. The Public Health OSS Program helps to ensure that over 85,000 OSS County-wide are safe. OSS treat wastewater when homes and buildings are not connected to public sewer systems. The OSS Program provides educational, advisory, and permitting services for owners of OSS and certifications for several OSS professionals, including:

- i. Reviewing designs
    - ii. Field inspections prior to and post installation
    - iii. Response to failure complains and working with owners to repair or replace systems or connecting to public sewers
    - iv. Working with stormwater programs in city jurisdictions and King County to investigate fecal pollution that may be caused by a failing septic system or side sewer pipe.
  - b. Outcome: Properly functioning OSS that protect the environment and public health
  - c. Estimated Output Volume (2019-2020):
    - i. OSS Design Applications: 1,000
    - ii. OSS Installation Permits: 700
    - iii. Remodel/New use Proposal OSS Reviews: 600
    - iv. Subdivisions: 70
    - v. Surfacing sewage investigations: 100
    - vi. Technical customer consultations: 2,200
  - d. Average cost per service provided (Note - The time per service varies significantly based on the site conditions and the type of septic & water system)
    - i. OSS Design Applications: \$1014.20
    - ii. OSS Installation Permits: \$924.00
    - iii. Remodel/New use Proposal OSS Reviews: \$628.32
    - iv. Subdivisions: \$2,772.00
    - v. Surfacing sewage investigations: **Variable** (Service provided, no fee)
    - vi. Customer consultations: **Variable/\$46.20** (Based on a time study the approximate time per customer is 15 minutes. Service provided, no fee)
  - e. Critical Quality Standards:
    - i. Response time on OSS applications
    - ii. Response time on OSS & side sewer failure complaints
    - iii. OSS site application volumes by month
- 2. OSS Operation and Maintenance
  - a. The operation and maintenance services include:
    - i. Certification of professionals who maintain and pump OSS
    - ii. Review time of sale inspection reports to verify function of OSS at time of property sale and review of regular operation and maintenance inspections
    - iii. Oversight of Marine Recovery Areas to ensure that water quality meets standards for safe shellfish harvest, and work with property owners on ensuring regular operation and maintenance of OSS
    - iv. Work with stormwater programs in city jurisdictions and King County to investigate fecal pollution that may be caused by a failing septic system or side sewer pipe.
    - v. Conduct truck inspections to ensure that vehicles are properly identified and maintained so that effluent will not contaminate the environment and are equipped to safely transfer effluent at the approved disposal facility.
  - b. Outcome: Properly functioning OSSs that protect the environment and public health
  - c. Estimated Output Volume (2019-2020):
    - i. Time of Sale Inspections: 3,000

- ii. Certification of OSS professionals: 300
    - iii. Truck inspections: 350
    - iv. Technical customer consultations: 2,000
  - d. Average cost per service provided:
    - i. Time of Sale inspections: \$184.80
    - ii. Surfacing sewage investigations: **Variable** (Service provided, no fee)
    - iii. Certification of OSS professionals: \$320
    - iv. Truck inspections: \$110
  - e. Critical Quality Standards:
    - i. Response time on OSS & side sewer failure complaints
    - ii. Transition of OSS professional's certification from paper to online applications
- 3. Plumbing and Gas Piping Inspection
  - a. The Public Health Plumbing and Gas Piping Inspection Program helps ensure the safe installation of plumbing and gas piping systems in the City of Seattle and Unincorporated King County. Services include:
    - i. Review plans
    - ii. Inspection of all phases of work to ensure code compliance
  - b. Outcome: Properly functioning plumbing and gas piping systems that protect public health and the environment
  - c. Estimated Output Volume (2019-2020):
    - i. Residential Buildings: 3,700
    - ii. Commercial Buildings: 220
    - iii. Other: 35
  - d. Cost per hour: \$201.00
  - e. Critical Quality Standards:
    - i. Percent of applications completed within 24-hours of the request
    - ii. Percent of applications completed online
    - iii. Already built construction complaint volumes by month

## Appendix D: Background

King County is the local service provider for the roughly 250,000 people living in the unincorporated areas of the county. Taken together, the population in unincorporated King County would make it the second-largest city in the state. The way King County coordinates services and information for these residents has changed several times over the years with the establishment of local community councils, expansion of representation to all unincorporated areas, and consolidation of accountability.



King County's 1994 Citizen Participation Initiative was established by executive order to improve public access to county information and services, make those services more convenient and available in local communities, and improve opportunities for meaningful involvement by unincorporated-area residents in decisions about the futures of their communities. This initiative established six Unincorporated Area Councils, which represented the more densely populated unincorporated areas.

In 2011, in response to a King County Council directive to consider consolidating the Unincorporated Area Councils into a single commission, the county assembled an interdepartmental team to evaluate the likely impact on unincorporated areas. The team found that the councils provided important services in their communities but did not meet all of the county's broad responsibilities under its strategic plan. King County Executive Dow Constantine recommended replacing the Citizen Participation Initiative with a new framework for public engagement in unincorporated areas. This new program created seven Community Service Areas, which aligned closely with the old Unincorporated Area Councils but covered all residents of unincorporated King County. Each Community Service Area was provided with a King County liaison.

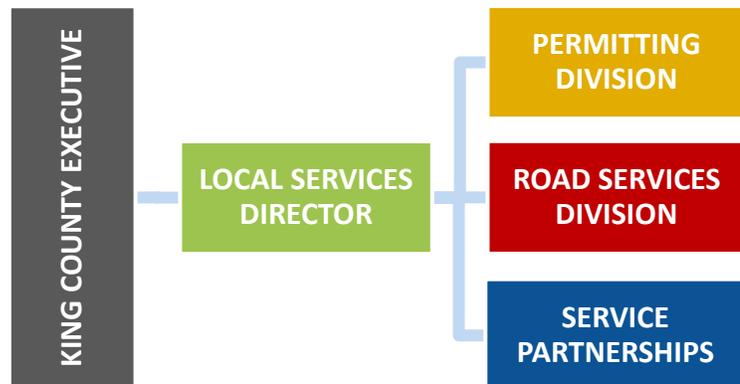


In August 2017, Constantine announced an initiative to find new and better ways to serve the people of unincorporated King County. The Local Services Initiative recommended creation of a new department to do the following:

1. Reduce the cost and improve the quality of services delivered to the residents of unincorporated King County.
2. Improve King County's responsiveness to unincorporated area residents.
3. Identify the internal and external barriers to making these improvements.

The King County Council passed ordinances establishing and funding the new Department of Local Services—to begin service on January 1, 2019—in November 2018.

The new department has two divisions: Permitting (formerly the Department of Permitting and Environmental Review) and Road Services (formerly a division of the Department of Transportation). Both of these divisions provide services to the residents and businesses of unincorporated King County. The Local Services Director's Office absorbed the Community Service Areas Program, including its liaisons and responsibilities such as the annual Community Service Areas town hall meetings and work plans, from the Department of Natural Resources and Parks.



With its focus on broadly serving the needs of residents and businesses in unincorporated King County, the new department has a unique role among King County service providers. It's directly responsible for delivering road and permitting services in unincorporated areas. And, through its service partnership agreements, it's jointly responsible for services delivered by other King County agencies. This will allow it to bring a cross-departmental perspective to a range of operation and policy issues in unincorporated areas. This approach will be particularly valuable in advancing four of the King County Executive's priorities:

- Best run government – including Lean and continuous improvement
- Equity and social justice
- Confronting climate change
- Regional mobility

In 2018, a steering committee of senior county leaders began working to guide the development of Service Partnership Agreements, a new way of doing business in unincorporated King County through shared accountability. The agreements focus on how Local Services works with its partner King County agencies to improve service delivery, accountability, transparency, collaboration, and customer service in unincorporated King County.

Over the summer and fall of 2018, Local Services Initiative staff members worked with partner agencies to create four Service Partnership Agreements with three agencies:

1. Department of Natural Resources and Parks, Parks Division
2. Department of Natural Resources and Parks, Water and Land Resources Division, Surface Water Management

3. Public Health – Seattle and King County, Environmental Health Services, Plumbing and Gas Piping and On-site Sewage Program
4. Department of Executive Services, Records and Licensing Division, Regional Animal Services of King County

These Service Partnership Agreements, signed in January 2019, define how the Department of Local Services and its partners will collaborate over the next two years to advance King County policies and improve service delivery. They will help the county deliver services in the following ways:

- Define roles and responsibilities for Local Services and its partners
- Develop and/or refine interdepartmental protocols and systems to support shared accountability between Local Services and its partners for service delivery in unincorporated areas
- Maximize coordination in the delivery of services to unincorporated King County and eliminate internal and external barriers to efficient and effective service delivery
- Improve coordinated communication with unincorporated King County residents
- Improve measurable responsiveness and transparency in the provision of local services
- Coordinate monitoring of and reporting on service delivery commitments in unincorporated King County

During Executive Constantine’s term as King County Executive, the county has built a culture of performance and continuous improvement. These agreements embody the spirit of that work. They focus on outcomes and actions to improve service delivery and customer service. Planning for the next round of service partnership agreements is underway.

This first quarterly report on services in unincorporated King County complements the annual Community Service Area work plans—which contain updates on current work plans, initiatives, and projects in the Community Service Areas—with service-level data and performance metrics.