



King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda Law and Justice Committee

Councilmembers: *Larry Gossett, Chair; Kathy Lambert, Vice-Chair
Claudia Balducci, Rod Dembowski, Reagan Dunn, Jeanne Kohl-Welles*

Staff: *Clif Curry, Lead Staff (206-477-0877)
Marka Steadman, Committee Assistant (206-477-0887)*

1:30 PM

Tuesday, June 28, 2016

Room 1001

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**

2. **Roll Call**

3. **Public Comment**

4. **Approval of Minutes**

[June 14, 2016 meeting pp. 5-8](#)

To show a PDF of the written materials for an agenda item, click on the agenda item below.

Discussion and Possible Action

5. [Proposed Motion No. 2016-0251 pp. 9-14](#)

A MOTION confirming the executive's appointment of Karen Moran, who resides in council district three, to the King County emergency management advisory committee, as the water and sewer districts alternate representative.

Sponsors: Ms. Lambert

Lise Kaye, Council staff



Sign language and communication material in alternate formats can be arranged given sufficient notice (206-1000).

TDD Number 206-1024.

ASSISTIVE LISTENING DEVICES AVAILABLE IN THE COUNCIL CHAMBERS.



6. [Proposed Motion No. 2016-0252](#) pp. 15-20

A MOTION confirming the executive's appointment of Elizabeth Klute, who resides in council district two, to the King County emergency management advisory committee, as the private business and industry, alternate.

Sponsors: Mr. Gossett

Lise Kaye, Council staff

7. [Proposed Ordinance No. 2016-0307](#) pp. 21-50

AN ORDINANCE establishing the procedures for judicial need approved for superior court, adding a new chapter to K.C.C. Title 2A and repealing Ordinance 8936, Section 1, and Ordinance 8936, Section 2.

Sponsors: Mr. Gossett and Ms. Balducci

Contingent upon referral to the Law and Justice Committee

*The Honorable Susan Craighead, Presiding Judge, King County Superior Court
Katherine Cortes, Council staff*

8. [Proposed Ordinance No. 2016-0256](#) pp. 51-60

AN ORDINANCE authorizing the execution of an interagency agreement between King County and the Washington state Department of Corrections for jail services.

Sponsors: Mr. Gossett

Clifton Curry, Council staff

9. [Proposed Motion No. 2016-0261](#) pp. 61-66

A MOTION authorizing the department of adult and juvenile detention to accept a donation to the inmate welfare fund of religious materials valued at roughly four thousand five hundred dollars from the Islamic Center of Eastside, Bellevue Masjid.

Sponsors: Mr. Gossett

Clifton Curry, Council staff

10. [Proposed Motion No. 2016-0294](#) pp. 67-112

A MOTION supporting the executive's appointments to the King County E-911 strategic plan leadership group and staff planning group.

Sponsors: Ms. Lambert

Contingent upon referral to the Law and Justice Committee

Lise Kaye, Council staff

Other Business

Adjournment

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King County

1200 King County
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Seattle, WA 98104

Meeting Minutes

Law and Justice Committee

*Councilmembers: Larry Gossett, Chair; Kathy Lambert,
Vice-Chair
Claudia Balducci, Rod Dembowski, Reagan Dunn, Jeanne
Kohl-Welles*

*Staff: Clif Curry, Lead Staff (206-477-0877)
Marka Steadman, Committee Assistant (206-477-0887)*

1:30 PM

Tuesday, June 14, 2016

Room 1001

DRAFT MINUTES

Pursuant to K.C.C. 1.24.035 A. and F., this meeting is also noticed as a meeting of the Metropolitan King County Council, whose agenda is limited to the committee business. In this meeting only the rules and procedures applicable to committees apply and not those applicable to full council meetings.

1. **Call to Order**

Chair Gossett called the meeting to order at 1:43 p.m.

2. **Roll Call**

Present: 6 - Ms. Balducci, Mr. Dembowski, Mr. Dunn, Mr. Gossett, Ms. Kohl-Welles and Ms. Lambert

3. **Public Comment**

The following individuals provided comments:

*Pearl Richard
Michael Fuller
Alex Tsimerman
Kassech Zenebe*

4. **Approval of Minutes**

Councilmember Lambert moved approval of the May 10, 2016, meeting minutes. There being no objections, the minutes were approved.

Briefing

5. Briefing No. 2016-B0107

Initial Review of the Department of Adult and Juvenile Detention's Data and Programs Related to Addressing Racial Disproportionality and Disparities for Juveniles in the King County Criminal Justice System

Clifton Curry, Council staff, provided introductory comments. Pam Jones, Director, Juvenile Detention Division, Department of Adult and Juvenile Detention; and Anne Lee, Executive Director, TeamChild; addressed the Committee and answered questions from the members.

This matter was Presented

6. Briefing No. 2016-B0127

A review of the Department of Adult and Juvenile Detention's Process for Background Checks for Allowing Volunteers and Others Access to County Adult and Juvenile Correctional Facilities

This matter was Deferred

Discussion and Possible Action

7. Proposed Ordinance No. 2016-0250

AN ORDINANCE relating to emergency jail housing; authorizing an emergency jail housing agreement between King County and Chelan county.

Clifton Curry, Council staff, briefed the Committee. William Hayes, Director, Department of Adult and Juvenile Detention; addressed the Committee.

A motion was made by Vice-Chair Lambert that this Ordinance be Recommended Do Pass Consent. The motion carried by the following vote:

Yes: 6 - Ms. Balducci, Mr. Dembowski, Mr. Dunn, Mr. Gossett, Ms. Kohl-Welles and Ms. Lambert

8. Proposed Motion No. 2016-0261

A MOTION authorizing the department of adult and juvenile detention to accept a donation to the inmate welfare fund of religious materials valued at roughly four thousand five hundred dollars from the Islamic Center of Eastside, Bellevue Masjid.

Councilmember Lambert requested a courtesy hold of one meeting.

This matter was Deferred

Briefing

9. **Briefing No. 2016-B0128**

Emergency Management: Insufficient Authority and Communication Hinder Emergency Preparedness and Response in King County

KyMBER Waltmunson, King County Auditor, provided introductory comments. Laina Poon, Principal Management Auditor, and Justin Anderson, Senior Management Auditor, King County Auditor's Office; addressed the Committee and answered questions from the members. Walter Hubbard, Director, and Jody Miller, Deputy Director, Office of Emergency Management, answered questions from the members.

This matter was Presented

Other Business

10. **Grant Alerts**

Clifton Curry, Council staff, noted for the record grant alert 2016-025 for kitchen equipment.

Adjournment

The meeting was adjourned at 3:55 p.m.

Approved this _____ day of _____.

Clerk's Signature

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King County

Law and Justice Committee

STAFF REPORT

Agenda Item:	5	Name:	Lise Kaye
Proposed No.:	2016-0251	Date:	June 28, 2016

SUBJECT:

A MOTION confirming the Executive's appointment of Karen Moran, who resides in Council District Three, as a water and sewer districts alternate to the King County Emergency Management Advisory Committee.

SUMMARY:

The Executive has appointed Karen Moran to serve as an alternate for the water and sewer districts representative on the King County Emergency Management Advisory Committee, for a partial term expiring December 31, 2017. The King County Emergency Management Advisory Committee (EMAC) acts in an advisory capacity to the county executive, council and office of emergency management on emergency management matters and facilitates the coordination of regional emergency planning in King County.

BACKGROUND:

The King County Emergency Management Advisory Committee (EMAC) acts in an advisory capacity to the county executive, council and office of emergency management on emergency management matters and facilitates the coordination of regional emergency planning in King County. The EMAC was formed by ordinance in 1999. There are 25 representatives of emergency management interests, each interest having one member on the EMAC, except for the Sound Cities Association, which may have three members, and cities with populations larger than one hundred thousand may have one member per city. Pursuant to county code, the scope and charge of the EMAC is to:

- Advise King County on emergency management issues and facilitate coordination of regional emergency planning in King County;
- Assist King County in the development of programs and policies concerning emergency management; and
- Review and comment on proposed emergency management rules, policies or ordinances before the adoption of the rules, policies or ordinances.

The members of the committee serve without compensation.

Ms. Moran is a Commissioner for the Sammamish Plateau Water and Sewer District and has a BA in Accounting. She has previously served on the City of Sammamish Planning and Parks Commissions, the Washington State Boundary Review Board, and the King County Women's Advisory Board. She is currently Vice President of RPM Systems Corporation in Redmond, Washington.

ATTACHMENTS

1. Motion 2016-0251 (attachments available upon request)
2. Transmittal letter

Pursuant to K.C.C.3.04.110, which allows for confidentiality, the required Financial Disclosure Statements have been distributed to Council members only.



KING COUNTY

ATTACHMENT 1

Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

June 23, 2016

Motion

Proposed No. 2016-0251.1

Sponsors Lambert

1 A MOTION confirming the executive's appointment of
2 Karen Moran, who resides in council district three, to the
3 King County emergency management advisory committee,
4 as the water and sewer districts alternate representative.

5 BE IT MOVED by the Council of King County:

6 The county executive's appointment of Karen Moran, who resides in council
7 district three, to the King County emergency management advisory committee, as the

Motion

8 water and sewer districts alternate representative, for a partial term to expire on
9 December 31, 2017, is hereby confirmed.

10

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, ____.

Dow Constantine, County Executive

Attachments: A. Application, B. Financial Disclosure Statement, C. Board Profile, D. Appointment Letter



King County

Dow Constantine

King County Executive
401 Fifth Avenue, Suite 800
Seattle, WA 98104-1818

206-263-9600 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

March 11, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
COURTHOUSE

Dear Councilmember McDermott:

Enclosed for consideration and approval by the King County Council is a motion confirming the appointment of Karen Moran, who resides in council district three, to the King County emergency management advisory committee, as the water and sewer districts alternate representative.

The appointment of Ms. Moran is for the remainder of a partial term expiring December 31, 2017. Her application, Code of Ethics Financial Disclosure Statement, current board profile and appointment letter are enclosed for your information. This appointment request supports the King County Strategic Plan goal of public engagement by expanding opportunities to seek input, listen and respond to residents.

If you have any questions about this appointment, please have your staff call Rick Ybarra, liaison for boards & commissions, at 206-263-9651.

Sincerely,

Dow Constantine
King County Executive

Enclosures

King County Councilmembers

ATTN: Carolyn Busch, Chief of Staff

Anne Noris, Clerk of the Council

Carrie S. Cihak, Chief of Policy Development, King County Executive Office

Rick Ybarra, Liaison for Boards & Commissions

Melody Hall, Staff Liaison

Karen Moran

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King County

Law and Justice Committee

STAFF REPORT

Agenda Item:	6	Name:	Lise Kaye
Proposed No.:	2016-0252	Date:	June 28, 2016

SUBJECT:

A MOTION confirming the Executive’s appointment of Elizabeth Klute, who resides in Council District Two, as a private business and industry alternate to the King County Emergency Management Advisory Committee.

SUMMARY:

The Executive has appointed Elizabeth Klute to serve as an alternate for the business and industry representative on the King County Emergency Management Advisory Committee, for a three year term to expire on December 31, 2018. The King County Emergency Management Advisory Committee (EMAC) acts in an advisory capacity to the county executive, council and office of emergency management on emergency management matters and facilitates the coordination of regional emergency planning in King County.

BACKGROUND:

The King County Emergency Management Advisory Committee (EMAC) acts in an advisory capacity to the county executive, council and office of emergency management on emergency management matters and facilitates the coordination of regional emergency planning in King County. The EMAC was formed by ordinance in 1999. There are 25 representatives of emergency management interests, each interest having one member on the EMAC, except for the Sound Cities Association, which may have three members, and cities with populations larger than one hundred thousand may have one member per city. In addition to governmental representatives, the Executive appoints members of private business and industry community to the committee. Pursuant to county code, the scope and charge of the EMAC is to:

- Advise King County on emergency management issues and facilitate coordination of regional emergency planning in King County;
- Assist King County in the development of programs and policies concerning emergency management; and
- Review and comment on proposed emergency management rules, policies or ordinances before the adoption of the rules, policies or ordinances.

The members of the committee serve without compensation.

Ms. Klute is the Northwest Regional Emergency Manager for Amtrak. She acts as the lead point of contact for regional internal and external stakeholders for all aspects of Amtrak's emergency preparedness, response, and continuity of operations plans and programs. She also serves as the Corporate Emergency Management Accreditation Program (EMAP) Accreditation Manager and on the international Association of Emergency Managers (IAEM) Standards and Practice Committee. Her previous emergency management experience spans Washington, California and the British Overseas Territory of Anguilla, including five years as a first responder with the San Bernardino County Fire Department.

INVITED:

- Elizabeth Klute, Northwest Regional Emergency Manager, Amtrak

ATTACHMENTS

1. Motion 2016-0252 (attachments available upon request)
2. Transmittal letter

Pursuant to K.C.C.3.04.110, which allows for confidentiality, the required Financial Disclosure Statements have been distributed to Council members only.



KING COUNTY

ATTACHMENT 1

Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

June 23, 2016

Motion

Proposed No. 2016-0252.1

Sponsors Gossett

1 A MOTION confirming the executive's appointment of
2 Elizabeth Klute, who resides in council district two, to the
3 King County emergency management advisory committee,
4 as the private business and industry, alternate.

5 BE IT MOVED by the Council of King County:

6 The county executive's appointment of Elizabeth Klute, who resides in council
7 district two, to the King County emergency management advisory committee, as the

Motion

8 private business and industry, alternate, for a three-year term to expire on December 31,
9 2018, is hereby confirmed.

10

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: A. Application, B. Financial Disclosure Statement, C. Board Profile, D. Appointment Letter



King County

Dow Constantine

King County Executive
401 Fifth Avenue, Suite 800
Seattle, WA 98104-1818

206-263-9600 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

March 11, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

Enclosed for consideration and approval by the King County Council is a motion confirming the appointment of Elizabeth Klute, who resides in council district two, to the King County Emergency Management Advisory Committee, as the private business and industry, alternate.

The appointment of Ms. Klute is for a three-year term expiring December 31, 2018. Her application, Code of Ethics Financial Disclosure Statement, current board profile and appointment letter are enclosed for your information. This appointment request supports the King County Strategic Plan goal of public engagement by expanding opportunities to seek input, listen and respond to residents.

If you have any questions about this appointment, please have your staff call Rick Ybarra, liaison for boards & commission, at 206-263-9651.

Sincerely,

Dow Constantine
King County Executive

Enclosures

King County Councilmembers

ATTN: Carolyn Busch, Chief of Staff

Anne Noris, Clerk of the Council

Carrie S. Cihak, Chief of Policy Development, King County Executive Office

Rick Ybarra, Liaison for Boards & Commissions

Melody Hall, Staff Liaison

Elizabeth Klute

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King County

**Metropolitan King County Council
Law & Justice Committee**

STAFF REPORT

Agenda Item:	7	Name:	Katherine Cortes
Proposed No.:	2016-0307	Date:	June 28, 2016

SUBJECT

Proposed Ordinance 2016-0307 formally establishes and codifies an interbranch “Protocol Committee” to analyze and determine the need for future judicial positions in King County Superior Court.

SUMMARY

Since 1989, an inter-branch planning and coordination committee has met periodically to analyze and determine the need for future judicial positions. Proposed Ordinance 2016-0307 formally establishes and codifies this “Protocol Committee,” its membership and its responsibilities.

The Protocol Committee met once in February and twice in March to review the protocol indicators (measures of court workload), and voted unanimously to recommend a modification to one of the three indicators (weighted caseload index) to reflect current judicial allocation and caseload by case type. According to Executive staff, as a result of applying the revised methodology, the Superior Court’s 2017/18 budget submittal is anticipated to include a reduction in judicial officers, effective January 1, 2017. The applied methodology suggests a reduction of one to three judicial officers, and the Protocol Committee recommended a reduction of two officers. Such a reduction could be implemented through a reduction of commissioners, with judges taking on some work to which commissioners are currently assigned.

This future budget proposal is not directly impacted by the proposed ordinance, which simply formalizes the review process for the methodology by which the need for adding or reducing judicial positions would be assessed in future.

BACKGROUND

State statute (RCW 2.08.061) authorizes a maximum number of judgeships for each county. For King County, the total number that is authorized is 58 judges; however, there are currently 53 judge positions that have been established in King County.

King County currently uses this number of judges, as well as 12 commissioners, as the basis for reviewing caseload and case allocation.

In order to determine how many judges the County would establish for Superior Court caseloads (recognizing that the County would not establish all 58 judges authorized in statute), a method for establishing judicial need was created after negotiations among Superior Court, the Council, the Executive, and the Prosecutor's Office. As a result of these negotiations, the Council first adopted with Motion 8936 in 1989 a "Protocol Agreement" that established the method for establishing judicial need and providing for the approval of new judgeships. The Protocol Committee met in 1999 and adopted modifications to the original indicators.

In 2007, a revised version of the Protocol Agreement was accepted with the following indicators:

- 1) **Weighted caseload index** – index of pending caseload across four weighted case types is >102 in four consecutive quarters
- 2) **Age indicator** – median age of pending cases shows an increase of >10% for 4 consecutive quarters compared to the same quarter of the previous year
- 3) **Pro-tem indicator** – consistent use of more pro-tem resources than required to backfill for vacancies or long-term unplanned absences over a period of 4 quarters

Since the 2007 indicators were adopted there have been significant changes in the court's operations and workload, specifically: filing patterns in criminal, Involuntary Treatment Act (ITA), and juvenile offender cases; expansion of specialized treatment courts; and, court's resource allocation given budget constraints etc.

A "Technical Committee" (made up of staff from Superior Court, the Department of Judicial Administration (DJA), the Office of Performance, Strategy and Budget, and Council) met in the first quarter of 2016 to review data compiled by DJA and the Court related to these indicators and to make recommendations to a Protocol Committee.

The Technical Committee's recommended changes to the protocol indicators were as follows:

- Change the computation of indicator #1 (weighted caseload index) to weight different case types using updated, more relevant data from 2011-2014;
- Keep other indicators; and,
- Court to conduct full analysis and consider changes to the number of judge positions if one or more of the indicators is met.

As a result, and following the original agreement adopted in Motion 8936, the Protocol Committee was convened in February 2016 consisting of the following members:

- King County Council representative: Councilmember Claudia Balducci
- King County Executive or designee: PSB Director Dwight Dively
- King County Superior Court representative: Presiding Judge Susan Craighead
- King County Bar Association representative: Steve Rovig

The Protocol Committee met three times to review the protocol indicators, and voted unanimously to adopt the recommendations of the Technical Committee with regard to the indicators.

According to Executive and court staff, as a result of applying the revised methodology, the Superior Court's 2017/18 budget submittal is anticipated to include a reduction in judicial officers, effective January 1, 2017. The applied methodology suggests a reduction of one to three judicial officers, and the Protocol Committee recommended a reduction of two officers. Such a reduction could be implemented through reduction of commissioners, with judges taking on some work to which commissioners are currently assigned.

This future budget proposal is not directly impacted by this Proposed Ordinance, which simply formalizes the advisory structure and review process for the methodology by which the need for adding or reducing judicial positions would be assessed in future.

ANALYSIS

As indicated above, Proposed Ordinance 2016-0307 formally establishes and codifies an interbranch "Protocol Committee" to analyze and determine judicial and related staffing needs in King County Superior Court.

The decision of whether to codify any ordinance is vested in the Clerk of the Council under K.C.C. 1.03.020. The Clerk is required to codify any ordinance of a "general or permanent nature." Though the Protocol Committee meets ad hoc (there is not a set frequency/interval), the determination to meet is based on triggers in the methodology itself and the need for convening is unlikely to go away. Therefore, codification is appropriate, although this Committee has met since its inception without being incorporated into the King County Code.

The proposed ordinance establishes in Code, a four-member Protocol Committee including a Superior Court judge (to serve as chair), the County Executive or a designee, a representative of the King County Bar Association, and a member of the King County Council selected by the Council Chair.

This Proposed Ordinance further establishes a Technical Committee comprised of staff from the three King County entities represented on the Protocol Committee (the Executive branch, legislative branch, and Superior Court) with "experience in statistical methods and knowledge of court administration," and indicates that it will be convened by the Chief Administrative Officer of Superior Court.

Duties of the two committees as proposed are as follows:

*The responsibilities of the technical committee shall be **to assist the protocol committee in applying the methodology to determine judicial need**. The committee shall: collect data; analyze and advise the protocol committee on the statistical outcomes produced from applying the methodology; and recommend changes to the number of superior court judicial officers and changes to the methodology used to determine judicial need, as may be appropriate.*

*The responsibilities of the protocol committee shall be **to review and, as necessary, to revise the methodology for evaluating the judicial***

staffing needs of the superior court and to make recommendations to the council and the executive on any changes to the number of judicial officers allocated to superior court as a result of the outcomes learned from this methodology.

The proposed ordinance sets the future timing for the Protocol Committee to meet by directing the chair of the Protocol Committee to convene the committee to review any proposed change to the number of judicial officers.

The recommendation process prescribed by this Proposed Ordinance is for the Protocol Committee to transmit a report to the Executive with recommendations on the number of judicial officers needed and the methodological basis (including any revisions to the methodology) for the determination of need. The Executive is then directed to transmit a report to Council reflecting the Protocol Committee's recommendations.

Proposed Ordinance 2016-0307 also repeals the effective sections of Ordinance 8936, which stated the Council's agreement with the original "Protocol Agreement" tasking a Protocol Committee with developing a methodology to review the need for judicial positions, and also established a calendar for creating four judgeships between 1989 and 1990.

Policy choices and potential issues identified in ordinance are as follows:

- 1) **Councilmember participation:** While the ordinance allows the Executive to select a designee to serve on the Protocol Committee, it requires the Council to be represented by a Councilmember, selected by the Council Chair. This is consistent with historical practice.
- 2) **Recommendations to the Executive and County Council:** The ordinance establishes as a responsibility of the Protocol Committee to "make recommendations to the council and the executive" (line 36). However, the process which it directs is that the Protocol Committee would transmit a report to the Executive, who would then transmit a report to the Council "reflecting the Protocol Committee's recommendations." In order to satisfy the requirement in the proposed ordinance (line 36), the ordinance needs to be amended to direct the transmittal of recommendations directly to the Council as well as to the Executive.
- 3) **Other elements of Committee structure and practice:** The proposed ordinance formally establishes several other elements of the Protocol Committee structure and practice that represent policy choices that the Council may or may not wish to revisit. All of these are consistent with historical practice.
 - a. No action is required or requested of the Council to adopt recommendations of the Protocol Committee. (No motion is prescribed to accompany the report from the Executive.)

- b. The four members of the Protocol Committee are as established in historical practice, representing the three branches of King County government and the Bar Association. The Bar Association is not directly represented on the Technical Committee.
- c. PO 2016-0307 does not define the statistical methodology for determining the need for judicial officers, although the current three-indicator methodology is described in an attachment (Attachment A, Protocol Committee Report to the King County Council - May 5, 2016).
- d. The Chief Administrative Officer of Superior Court is charged with convening the Technical Committee. There is no other defined impetus or trigger for review of the need for judicial officers, since the methodology (including the condition that if any one of the indicators is met, the Court should conduct a full analysis) is not included as part of the ordinance.
- e. The Technical Committee members (appointed by their respective branches) are required to have experience in statistical methods and knowledge of court administration. This appears reasonable, but may limit the specific choice of participants.

AMENDMENTS

Staff are preparing a striking amendment addressing the technical issues in the proposed ordinance. For clarity and consistency, the term “judicial officers” will be replaced by “judges or commissioners” and similar substitutions will be made to more closely reflect the language in the original Protocol Agreement authorized as an attachment to Motion 8936. In addition, the striking amendment will reconcile the inconsistency in the proposed ordinance as transmitted between the requirement for the Protocol Committee to make recommendations to the Executive and Council, and the transmittal of the recommendations from the Protocol Committee to the Executive only.

ATTACHMENTS

- 1. Proposed Ordinance 2016-0307 (and its attachments)
- 2. Transmittal Letter
- 3. Fiscal Note

INVITED

- 1. Hon. Susan Craighead, Presiding Judge, King County Superior Court
- 2. Dwight Dively, Director, King County Office of Performance, Strategy and Budget

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Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

June 27, 2016

Ordinance

Proposed No. 2016-0307.1

Sponsors Gossett and Balducci

1 AN ORDINANCE establishing the procedures for judicial
2 need approved for superior court, adding a new chapter to
3 K.C.C. Title 2A and repealing Ordinance 8936, Section 1,
4 and Ordinance 8936, Section 2.

5 **STATEMENT OF FACTS:**

6 1. As authorized by Ordinance 8936 in 1989, the King County council,
7 the executive and the superior court judges entered into an agreement ("the
8 protocol agreement") establishing a process for recommending specific
9 judicial need in superior court. The protocol agreement mandated
10 development of a methodology for determining future judicial officer
11 need, including phasing in additional judicial positions as allowed by state
12 law.

13 2. Since 1989, the methodology used to evaluate judicial need has
14 evolved, reflecting the improved depth of data available to superior court.
15 The methodology, focusing on trends in pending caseload, age of pending
16 cases and the use of pro tem judicial resources, has been modified twice,
17 in 1998 and 2007, to further improve its effectiveness and accuracy.

18 3. The parties to the protocol agreement agree that public transparency
19 would be improved by replacing the protocol agreement and establishing a

20 framework, codified in King County Code, under which recommendations
21 for future judicial officer needs in the superior court would be made to the
22 legislative and executive branches.

23 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

24 SECTION 1. Section 2 of this ordinance shall constitute a new chapter in K.C.C.
25 Title 2A.

26 NEW SECTION. SECTION 2. A. A protocol committee is hereby established.

27 The committee shall be composed of the following members:

28 1. One superior court judge, selected by that court, who shall be the chair of the
29 committee;

30 2. One member of the council, selected by the council chair;

31 3. The executive or the executive's designee; and

32 4. One representative of the King County Bar Association, selected by that
33 association.

34 B. The responsibilities of the protocol committee shall be to review and, as
35 necessary, to revise the methodology for evaluating the judicial staffing needs of the
36 superior court and to make recommendations to the council and the executive on any
37 changes to the number of judicial officers allocated to superior court as a result of the
38 outcomes learned from this methodology.

39 C.1. A technical committee is hereby established. The committee shall be
40 composed of the following members:

41 a. one employee from the legislative branch, selected by the chair or the chair's
42 designee;

- 43 b. one employee from the superior court, selected by that court; and
44 c. one employee from the executive branch, selected by the executive or the
45 executive's designee.

46 2. Technical committee members shall have experience in statistical methods
47 and knowledge of court administration.

48 D. The technical committee shall be convened by the chief administrative officer
49 of the superior court. The responsibilities of the technical committee shall be to assist the
50 protocol committee in applying the methodology to determine judicial need. The
51 committee shall: collect data; analyze and advise the protocol committee on the
52 statistical outcomes produced from applying the methodology; and recommend changes
53 to the number of superior court judicial officers and changes to the methodology used to
54 determine judicial need, as may be appropriate.

55 E. The chair of the protocol committee shall convene the protocol committee to
56 review any proposed change in the number of judicial officers in superior court based on
57 the applied methodology.

58 F. The protocol committee shall transmit a report to the executive making
59 recommendations on the number of judicial officers needed in the superior court. The
60 report shall describe in detail the methodology applied, the rationale for the methodology,
61 including any changes to the methodology, and any conclusion reached with regard to the
62 judicial need allocated to superior court. The executive shall transmit to the council a
63 report reflecting the protocol committee's recommendations. The executive's report shall
64 be transmitted in the form of a paper original and an electronic copy to the clerk of the

65 council, who shall retain the original and provide an electronic copy to all
66 councilmembers.

67 SECTION 3. The following are each hereby repealed:

68 A. Ordinance 8936, Section 1; and

69 B. Ordinance 8936, Section 2.

70

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: A. Protocol Committee Report to the King County Council - May 5, 2016

Protocol Committee
Report to the
King County Council

May 5, 2016

Table of Contents

- Historical Background and Detailed Methodology Utilized to Determine Judicial Need Tab 1
- Application of Methodology to Current Data Tab 2
- Executed Protocol Committee Agreement: April 2016 Tab 3

Tab 1

**Measuring the Need for Judicial Positions in King County Superior Court
- An update of the 2007 Protocol Indicators**

December 2015

Background

In 1989, the three branches of King County government entered into a protocol agreement concerning the criteria for adding judges in King County Superior Court. In that agreement, the King County Council authorized the addition of 4 judges for King County Superior Court. It also mandated “the development of long-term methodology for determining future judicial staffing needs ...”

Between 1989 and 1998, the court used the 1989 protocol to determine the judicial needs for King County Superior Court. In 1998, a working group consisting of staff of the three branches of County government was formed to evaluate the 1989 protocol. After an extensive discussion, the working group felt that the parameters specified in the 1989 protocol had significant deficiencies and that the protocol parameters needed to be revised.

In 1998, the working group developed and proposed a new set of indicators to measure the need for judicial positions in King County Superior Court. The new protocol parameters were more appropriate for measuring judicial need based on several factors. As a result, the three branches of King County government approved the proposed changes and entered into a new protocol agreement which governed the addition of judges in King County Superior Court. In the 1998 protocol, three specific indicators and associated criteria were specified. When the criteria for one of the three indicators are met, it prompts a discussion and full analysis on whether the court is in need of additional judges. Specifically, the three indicators measure the trends in: 1) pending caseload; 2) age of pending cases; and 3) the utilization of pro tem judicial resources.

In 2005, a more rigorous review and analysis of the three existing indicators was carried out regarding the reliability of the methodology and the relevance of the indicators. As a result of that effort in 2005, modifications were suggested to change the way the three indicators were calculated and to improve the effectiveness of these three indicators. This review and analysis led to the adoption of a new protocol agreement between the court, the Executive, and the County Council in 2007.

Since 2007, the court has been applying the 2007 protocol agreement to measure the judicial needs of the court. The court added its last judge position in 2008 in response to the striking increase in filings between 2005 and 2007. While the methodology in the 2007 protocol indicators remain valid, we need to note that the 2007 protocol agreement was based on caseload and judicial resource data from prior to 2005. Since the adoption of the protocol agreement in 2007, there have been significant changes in many areas. The notable changes are: 1) filing patterns in criminal, Involuntary Treatment Act (ITA), and juvenile offender cases; 2) the expansion of specialized treatment courts; and 3) the court’s resource allocation as a response to the ever-changing environment in both the budget arena and court operations. These changes have made the indicators, particularly the Weighted Caseload Index indicator, in the 2007 protocol agreement outdated, since they were based on data from prior to 2005. It is necessary to revisit and update the protocol indicators using more current data on both case volume and judicial resource allocation while upholding the underlying methodology and rationale.

2007 Protocol Indicators

In this section, we briefly review the three protocol indicators as specified in the 2007 inter-government agreement. These three indicators are:

- 1) The caseload indicator (weighted caseload index, or WCI):

The computed WCI has shown to be equal or greater than 102 in four consecutive quarters.

$$WCI = \sum (\text{weight} * \text{current pending caseload}) = 0.111P_1 + 0.039P_2 + 0.062P_3 + 0.087P_4$$

where P_i ($i = 1, 2, 3, 4$) is the current pending caseload for criminal, civil and domestic cases without children, domestic with children and paternity cases, and juvenile offender and dependency cases, respectively. W_i ($i=1, 2, 3, 4$) is the computed weights for the four case categories.

This WCI indicator is the primary and most important indicator among the three protocol parameters. This indicator examines the quarterly caseloads in four major case types: criminal, civil, domestic, and juvenile offender and dependency. The weights used in the 2007 indicator were based on caseload data and judicial resource data from prior to 2005.

2) The age indicator (AI)

The median age of pending cases shows an increase of 10% or more for four consecutive quarters compared to the same quarter of the previous year.

This age indicator measures the time since filing for the pending cases. It examines whether a delay in the adjudication process exists for prolonged periods. If a significant increase is observed in the age indicator over consecutive periods, it may point to the fact that delays are occurring. This would initiate an analysis to ascertain whether the court has adequate judicial resources for properly adjudicating cases without further delay.

3) The pro tem indicator (PTI)

A consistent use of more pro tems than are required to backfill for judicial vacancies or long term unplanned absences (i.e. exceeding two weeks) over a period of four quarters.

The third protocol indicator relates to the external judicial resources the court utilizes in its operation. Concern may be warranted if large number of pro tems are used over a long time period. If the court is using an extremely large number of pro tems consistently, it may indicate a lack of regular judicial resources. Furthermore, utilization of significant amount of pro tems and pending caseload is expected to be inversely correlated. Increase in pro tem judicial capacity will likely lead to decrease in pending caseload.

When discussing judicial needs, all three indicators should be considered concurrently. Because of the complexity of the adjudication process and court operations, it is quite possible that the indicators may not uniformly point in the same direction, to either the over-capacity or under-capacity of judicial resources. Whenever one of the indicators varies from the specified criteria, a full analysis is needed to ascertain the real situation.

Updating the 2007 Indicators

The 2007 protocol indicators were based on the underlying data from prior to 2005. Many changes in both filing patterns and court operations have occurred since that time. It is necessary to revisit the indicators and make necessary changes.

In the process of updating the 2007 protocol indicators, it is important to consider the following factors:

(1) Court Leadership Time. The efficient management of the court requires utilization of judicial resources for leadership responsibilities. The opening of the Maleng Regional Justice Center (MRJC) and the establishment of specialized courts (for example, the Unified Family Court) required judicial resources dedicated to court leadership responsibilities. As in the 2007 protocol agreement, we still take into account the judicial resource needs for these management-related leadership duties. Estimating court leadership time is a challenging task since there is often no clear division between case-related and court leadership duties for chief judges. A feasible approach is to rely upon the experience of chief judges. After an in-depth discussion with chief judges in 2007, we concluded that a reasonable

estimate of the time allocated for leadership responsibilities was 25% for all five chief judges - chief MRJC judge, Seattle chief criminal judge, chief civil judge, chief UFC judge, and chief juvenile judge, for a total of 1.25 FTEs. In addition, the presiding judge devotes his/her entire time to court management. Therefore, a total of 2.25 FTEs is needed for court leadership responsibilities. It should be noted that this 2.25 FTEs does not capture any time by other judges for their leadership duties or tasks. In the current undertaking, we propose keeping the same amount of leadership time (2.25 FTEs) as in the 2007 agreement.

(2) Modifications. One of the 1998 protocol indicators is based on the pending caseload. However, as examined in the 2007 analysis, there are a significant number of modification matters that are not part of the pending cases because these modifications are embedded in the existing or already-adjudicated cases, particularly, in the domestic and paternity case types. These modifications are not counted in new filings or pending cases, and therefore not captured in regular court statistics even though they require significant judicial intervention and resources. It is difficult, perhaps even impossible, to know precisely what proportion of the workload of Superior Court originates from these modifications. In the 2007 protocol agreement, the judicial resource needed for these modifications was estimated as one judge position. Since then, the number of modifications has remained stable, staying just under 2000 modifications annually. Therefore, we will continue to use one judge position for the modifications as in the 2007 protocol agreement.

(3) Focus on cases assigned to judges only. Because the protocol agreement only addresses judge positions, we will solely consider cases that are either assigned to judges (civil and domestic cases) or primarily presided over by judges (for example criminal and juvenile offender cases).

There have been changes in how the court assigns judges to special case types. For example, the 2007 protocol agreement grouped the juvenile dependency and juvenile offender cases together. Unlike 2007, the court now assigns a dedicated judge to dependency and termination matters, so it is appropriate to exclude the dependency judge and dependency caseload in our new calculation.

For the development of new weights, we will focus on the following 4 groups of cases: 1) criminal cases; 2) civil cases and domestic cases without children; 3) family law cases (domestic cases with children and paternity), and 4) juvenile offender cases.

We propose an update of the WCI indicator using more recent data in both case volume and judicial resources. We will recalculate the weights for different case groups. By introducing weights, we acknowledge differences in the demand for judicial involvement among different case types. It is important to note that the weights do not further distinguish potential difference in charges or actions within each category.

Before we start, we need to acknowledge that the determination of weights is still a difficult but critical task. For the purpose of determining weights for different case types, first we need to determine the judicial allocations to different departments. Second, we need to identify the case types managed by the judges in different departments. Again, since we are evaluating judge needs, we will only focus on the caseload with judge assignments. After we identify the judicial resource allocation and the caseload assigned to the judges in different departments, we are able to compute the weights for different case types.

In summary, we will develop the weights for different case groups by: 1) focusing on the caseload for cases either assigned to or primarily adjudicated by judges; 2) basing on underlying caseload and judicial resource allocations in 2011-2014 as baseline data; and 3) addressing the workload related to modification matters not captured in regular caseload statistics. As a result, we propose a single WCI measure for each quarter. Since the weighted caseload index is expected to vary from quarter to quarter, we further recommend a smoothing method to capture the trend in the weighted caseload index.

Determining Judicial Sources Allocated to Different Cases

Currently, King County Superior Court has 53 judges. Based on our earlier discussion, 2.25 judges are allocated for court leadership. Excluding the 2.25 FTEs, the judicial resources available for managing cases are 50.75 judges. In addition, there is one dedicated judge for ITA and another dedicated judge for juvenile dependency/and termination matters. Therefore, a total of 48.75 judges are available for all other case types, except ITA and dependency and termination matters. Currently, criminal judges also receive assignment for civil and domestic without children cases. Criminal judges manage their assigned civil and domestic cases until trial. It is estimated that criminal judges spend approximately 25% of their time on these assigned civil and domestic matters. As a result of the current judge and caseload assignment, the number of judges allocated to different case groups is estimated as: criminal (17.75), civil and domestic without children (20.5), Unified Family Court – domestic cases with children and paternity cases (7.75), and juvenile offender cases (2.75).

Judicial resources for criminal cases. The majority of the workload for judges in the criminal department is related to criminal matters. In addition, criminal judges also manage a portion of the caseload in civil and domestic cases without children. While the precise allocation of time that criminal judges spend on criminal and civil/domestic cases without children is difficult to determine, a reasonable assumption by judges is that criminal judges use 75% of their time for criminal cases, and the remaining 25% for civil/domestic cases without children. As a result, a total of 17.75 judges are assigned to criminal cases. The proportion of judicial resources devoted to criminal cases can be calculated as:

$$R_1 = \frac{17.75}{48.75} = 0.364$$

Judicial resources for civil and domestic without children cases. Judges in both criminal and civil departments manage civil cases as well as domestic cases without children. Based on the number of judges in the two departments, a total of 20.5 judges are assigned to civil and domestic cases without children cases. The portion of judicial resource allocated to civil and domestic cases without children is:

$$R_2 = \frac{20.5}{48.75} = 0.421$$

Judicial resources for domestic with children and paternity cases. Judges in the Unified Family Court (UFC) preside over all domestic cases with children and paternity cases. Currently, 7.75 judges are assigned to UFC. As described earlier, there are about 2000 modifications that are not counted in the caseload since the modifications are embedded in already-adjudicated cases. To address and offset this unmeasured work for modifications, as in the 2007 protocol agreement, we calculate the weight for domestic cases with children and paternity cases by increasing one judge. In this approach, the judicial resource assigned to UFC matters is now 8.75 judges. The portion of judicial resource for UFC (domestic with children and paternity cases) can therefore be calculated as:

$$R_3 = \frac{8.75}{48.75} = 0.179$$

Judicial resources for juvenile offender cases. Judges in the juvenile department manage juvenile offender cases. A total of 2.75 judges are assigned to juvenile offender cases. The portion of judicial resource for juvenile offender cases is determined as:

$$R_4 = \frac{2.75}{48.75} = 0.056$$

Determining Weights

In the section above, we have determined the judicial resource allocation to the following case groups: 1) criminal; 2) civil and domestic without children; 3) domestic with children and paternity; and 4) juvenile offender. The next step is to calculate the weights for each case group using the proportions of judicial resource allocation and the caseload. Dividing the judicial resource percentage by the caseload gives us a weight for a given case category.

Generically, the weight for each case group can be computed as the ratio of judicial resource over the baseline caseload, namely

$$W_i = \frac{R_i}{P_i} = \frac{\text{judicial resource}}{\text{baseline caseload}}$$

where R_i ($i=1,2,3,4$) is the judicial resource allocated to each case group as discussed in the previous section, P_i ($i=1,2,3,4$) is the baseline caseload, and W_i ($i=1,2,3,4$) is the computed weight.

After significant changes in criminal and offender filings in 2009 and civil filings in 2010, the filings of most categories have been stable. The judge positions also remain at 53 since 2009. We use the average of quarterly caseloads between 2011 and 2014 as the baseline data. The rationale in using the 2011-2014 data reflects the relative stability in both caseloads and judicial resources.

Based on these assumptions, the weights for different case groups can be calculated as follows (expressed by a multiplication of 1000 as the weight per 1000 cases):

Criminal cases:

$$W_1 = \frac{0.364}{2783} \times 1000 = 0.131$$

Civil and domestic without children cases:

$$W_2 = \frac{0.421}{10018} \times 1000 = 0.042$$

Domestic with children and paternity cases:

$$W_3 = \frac{0.179}{2250} \times 1000 = 0.080$$

Juvenile offender cases:

$$W_4 = \frac{0.056}{656} \times 1000 = 0.086$$

A larger weight reflects the fact that a case in the corresponding group requires more judicial resource. Based on the caseloads for the 4 years (2011-2014), the resulting weights for different case groups is ranked as:

Criminal (0.131) > Juvenile Offender (0.086) > UFC (0.080) > Civil and Domestic without children (0.042).

Weighted Caseload Index (WCI)

After establishing the weights for different case types, we can compute the weighted caseload index (WCI) using these weights and the current caseloads in evaluating the judicial resource need. This WCI is a summation of the product between the weights and current caseloads at the reporting time (for example at each quarter end). This can be written mathematically as

$$WCI = \sum W_i P_i = \sum (\text{weight} * \text{current pending caseload}) = W_1 P_1 + W_2 P_2 + W_3 P_3 + W_4 P_4$$

$$= 0.131P_1 + 0.042P_2 + 0.080P_3 + 0.086P_4$$

where P_i ($i = 1, 2, 3, 4$) are the current caseload for criminal, civil and domestic without children, domestic with children and paternity, and juvenile offender cases, respectively; W_i ($i=1,2,3,4$) are the computed weights.

A deviation from a WCI value of 100 indicates the relationship between current judicial resources and the underlying data from 2011-2014. In other words, a WCI of greater than 100 means under-capacity of judicial resources and a WCI value of less than 100 points in the other direction.

Smoothing WCI

It is anticipated that the WCI will show fluctuations from quarter to quarter even using the weighted approach. As mentioned before, the intention of the protocol agreement is to detect the trend across time. Therefore, we need to smooth out the potential short term ups and downs in the WCI. One approach is to take the running average of the WCIs of previous reporting periods immediately before the current period. In this revision, we still recommend the average of a total 4 quarters (current quarter plus three previous quarters) be utilized to minimize the influence of the fluctuations in the WCI.

The court currently has approximately 49 judges for criminal, civil, domestic, paternity and juvenile offender cases, so each judge has roughly 2% of the caseload. One may assume that every 2 points in the smoothed WCI approximately reflects one judge position.

Summary

Since the implementation of the 2007 protocol agreement, we have applied the three protocol indicators to monitor the need for judicial positions in King County Superior Court. A revision is necessary to weight different case types using more relevant data from 2011 through 2014. While keep the age indicator (AI) and pro tem indicator (PTI) unchanged, we recommend and propose a change in the computation of the Weighted Caseload Index (WCI). Therefore, the new protocol indicators are:

If condition for one or more of the following three protocol indicators is met, the court should conduct a full analysis to investigate the adequacy of judge positions in King County Superior Court.

WCI Indicator

"A 2-point deviation from a scale of 100 in WCI represents approximately 1 judge position:

$$WCI = \sum (\text{weight} * \text{current pending caseload}) = 0.131P_1 + 0.042P_2 + 0.080P_3 + 0.086P_4$$

where P_i ($i = 1, 2, 3, 4$) are the current caseload for criminal, civil and domestic cases without children, domestic with children and paternity cases, and juvenile offender cases, respectively.

Age Indicator (AI)

The median age of pending cases shows an increase of 10% or more for four consecutive quarters compared to the same quarter of the previous year.

Pro tem Indicator (PTI)

A consistent use of more pro tems than are required to backfill for judicial vacancies or long term unplanned absences (i.e. exceeding two weeks) over a period of four quarters.

PROTOCOL INDICATORS

1989	1999	2006	Proposed 2016
If the pending caseload is growing for four quarters	The pending caseload has shown an overall increase of 3% or more in four consecutive quarters compared to the same period of the previous year;	The pending caseload has shown an overall increase of 3% or more in four consecutive quarters compared to the same period of the previous year;	The pending caseload has shown an overall increase of 3% or more in four consecutive quarters compared to the same period of the previous year;
If for three consecutive quarters overall total of filings exceeds overall total of dispositions	The median age of pending show an overall increase of 10% or more for four consecutive quarters compared to the same period of the previous year;	The median age of pending show an overall increase of 10% or more for four consecutive quarters compared to the same period of the previous year;	The median age of pending show an overall increase of 10% or more for four consecutive quarters compared to the same period of the previous year;
If the moving average of days from filing to disposition lengthens	=====	=====	=====
If meeting trial demand requires extensive use (beyond the maintenance level) of pro tem judges and commissioners for more than four quarters	A consistent use of more pro tem judges than are required to backfill for judicial vacancies or long term unplanned absences (i.e. exceeding two weeks) over a period of four consecutive quarters	A consistent use of more pro tem judges than are required to backfill for judicial vacancies or long term unplanned absences (i.e. exceeding two weeks) over a period of four consecutive quarters	A consistent use of more pro tem judges than are required to backfill for judicial vacancies or long term unplanned absences (i.e. exceeding two weeks) over a period of four consecutive quarters

=====

Rationale for amendments:
Improved ability to develop more rigor in the definitions, based on 10 years experience and richer data

Rationale for amendments:
While the indicators did not change, the court developed a way to apply weights to different case types; time for modification on domestic and paternity cases was captured; and administrative time for chief positons was included

Rationale for amendments:
Shifting of judges to reflect case growth in ITA and Dependency is accounted for; new weights assigned to civil, criminal, family with children and juvenile offender case types

Tab 2

Pending Caseload at Quarter Ends				
	Criminal	Civil and DOM w/o Kid	Family Law (DC and PAT)	Offender
2011Q1	2730	11081	2214	865
2011Q2	2671	10839	2166	726
2011Q3	2661	11119	2206	67
2011Q4	2549	10609	2130	723
2012Q1	2715	10849	2265	653
2012Q2	2798	10480	2307	631
2012Q3	2860	10197	2263	655
2012Q4	2780	10021	2226	663
2013Q1	2673	9777	2253	588
2013Q2	2828	9547	2291	546
2013Q3	2752	9596	2298	587
2013Q4	2865	9433	2170	612
2014Q1	2883	9155	2154	518
2014Q2	2966	9410	2178	668
2014Q3	2923	9261	2128	716
2014Q4	2866	8907	2151	677
2011-2014 Quarter End Average	2783	10018	2200	656

WCI Calculation (2011-2014 Average)				
Judge Proportion	Weights (2011-2014 Quarter End Average)	Current Quarter WCI	Running Avg WCI	
0.354	0.421	0.179	0.056	
2783	10018	2250	656	
0.131	0.042	0.080	0.086	
2908	9077	2018	645	
2882	8808	2021	651	
2727	8584	1954	614	
2619	8304	1858	582	
38.05	38.10	16.10	5.56	97.8
37.71	36.97	16.12	5.60	96.4
35.68	36.03	15.91	5.28	97.1
34.26	34.88	15.14	5.00	95.7
				94.1

Tab 3

Protocol Committee Agreement

The Protocol Committee met on March 12, 2016 and March 25, 2016 to consider the recommendations of the Technical Subcommittee. All but one of the Protocol Committee members were present on March 12, 2016: Judge Susan Craighead (Chair); Councilmember Claudia Balducci; and King County Bar Association Representative Steve Rovig were present. King County Executive representative Dwight Dively was absent. All members of the Protocol Committee were present on March 25, 2016. Members of the Technical Committee present on March 12, 2016: Clif Curry (Council staff); Shiquan Liao and Barb Miner (Department of Judicial Administration); and Paul Sherfey (Superior Court). Also attending the March 12, 2016 session was Krista Camenzind (Council staff). Members of the Technical Committee presentation March 25, 2016: Elly Slakie (Budget Office); Clif Curry and Katherine Cortes (Council staff); Shiquan Liao (Department of Judicial Administration); and Paul Sherfey (Superior Court). Following discussion on March 25, 2016, the Protocol Committee recommends that the King County Executive and King County Council:

1. Accept the revised weighted caseload index (WCI) using new weights and current caseloads in evaluation of the judicial resource need:

WCI Indicator

"A 2-point deviation from a scale of 100 in WCI represents approximately 1 judge position:

$$WCI = \sum (\text{weight} * \text{current pending caseload}) = 0.131P_1 + 0.042P_2 + 0.080P_3 + 0.086P_4$$

where P_i ($i = 1, 2, 3, 4$) are the current caseload for criminal, civil and domestic cases without children, domestic with children and paternity cases, and juvenile offender cases, respectively.

No change is proposed in the second and third protocol indicators:

Age Indicator (AI)

The median age of pending cases shows an increase of 10% or more for four consecutive quarters compared to the same quarter of the previous year.

Pro tem Indicator (PTI)

A consistent use of more pro tems than are required to backfill for judicial vacancies or long term unplanned absences (i.e. exceeding two weeks) over a period of four quarters.

2. Anticipate a redirection of two (2) judicial officer positions in the Superior Court's proposed 2017/2018 budget proposal, based upon the judicial officer surplus as indicated by applying current data against the new protocol indicators.

The Protocol Committee expresses its agreement with this summary.



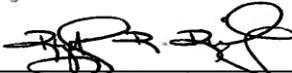
Susan Craighead, Presiding Judge Chair

April 5, 2016
Date



Claudia Balducci, King County Council

4-7-16
Date



Dwight Dively, Director Budget & Fiscal Management

4-7-16
Date



Steve Rovig, King County Bar Association

April 13, 2016
Date

June 10, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

This letter transmits an ordinance to that will enable King County to provide appropriate staffing of judicial officers in Superior Court by formally establishing a Protocol Committee.

Superior Court has had in place a protocol for recommending the number of judicial officers, adopted by County Ordinance 8936, mandating the creation of an inter-branch planning and coordination committee (referred to as the Protocol Committee), composed of one Superior Court judge, one member of the King County Council, the County Executive (or designee), and one representative of the King County Bar Association. The ordinance required the committee to “direct the preparation of a study plan and schedule for the development of a methodology to assist King County in analyzing and determining the need for future judicial positions.”

The Protocol Committee met the methodology requirement by developing a set of indicators to inform the decision to adjust the number of King County Superior Court judge positions. The protocol indicators that measure judicial need include 1) pending caseload; 2) age of pending cases; and 3) the utilization of pro tem judicial resources. The Protocol Agreement methodology has been amended twice since its original development in 1989.

The Protocol Committee recently met to review the protocol indicators. As a result, the Protocol Committee is recommending a modification to one of the three indicators to reflect current judicial allocation and caseload by case type. As a result of applying the revised methodology, the Superior Court’s 2017/18 budget submittal is anticipated to include a reduction in judicial officers, effective January 1, 2017. This proposed ordinance has no fiscal impact.

The Honorable Joe McDermott
June 10, 2016
Page 2

The proposed ordinance formally establishes the Protocol Committee, its membership and its responsibilities, and amends County code. The responsibilities of the Protocol Committee include reviewing and as necessary, revising the methodology to determine judicial needs of the Superior Court. The Protocol Committee also has the responsibility to transmit a report to the Executive making recommendations on the number of judicial officers allocated to the Superior Court. The ordinance further requires that the Executive transmit to the Council a report reflecting the Protocol Committee's recommendations.

It is estimated that the report attached to the ordinance required 185 staff hours to produce, costing \$15,725.

Thank you for your consideration of this ordinance. This important legislation furthers the King County Strategic Plan goals of Safety and Justice and Efficient, Accountable Regional and Local Government and is consistent with the Equitable and Fair and Financially Sustainable guiding principles.

If you have any questions about this request, please contact Paul Sherfey, Chief Administrative Officer, Superior Court at 206-477-2472, or Dwight Dively, Director, Budget & Fiscal Management, at 206-263-9687.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget (PSB)
Elly Slakie, Budget Analyst, PSB
The Honorable Susan Craighead, Presiding Judge, Superior Court
Paul Sherfey, Chief Administrative Officer, Superior Court

2015/2016 FISCAL NOTE

Ordinance/Motion:

Title: An ordinance establishing the procedures for judicial need approved for superior court, adding a new chapter to K.C.C. Title 2A and repealing Ordinance 8936, Section 1, and Ordinance 8936, Section 2.

Affected Agency and/or Agencies: Superior Court

Note Prepared By: Elly Slakie

Date Prepared: May 16, 2016

Note Reviewed By:

Date Reviewed:

Description of request:

An ordinance establishing the procedures for judicial need approved for superior court. The ordinance has no fiscal impact to King County.

Revenue to:

Agency	Fund Code	Revenue Source	2015/2016	2017/2018	2019/2020
Superior Court			0	0	0
TOTAL			0	0	0

Expenditures from:

Agency	Fund Code	Department	2015/2016	2017/2018	2019/2020
Superior Court			0	0	0
TOTAL			0	0	0

Expenditures by Categories

	2015/2016	2017/2018	2019/2020
TOTAL	0	0	0

Does this legislation require a budget supplemental? No

Notes and Assumptions:

This ordinance has no fiscal impact.

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King County

Law and Justice Committee

STAFF REPORT

Agenda Item:	8	Name:	Clifton Curry
Proposed No.:	2016-0256	Date:	June 28, 2016

SUBJECT

AN ORDINANCE authorizing the execution of an interagency agreement between King County and the Washington state Department of Corrections for jail services.

SUMMARY

This proposed ordinance continues the Interlocal Agreement for Provision of Jail Services (ILA) with the State Department of Corrections. The proposed agreement continues to allow King County to make beds available for certain felony violators under state supervision and is similar to the agreement adopted by Ordinance 17526 in 2013. The previous agreement with the state expired on December 31, 2015.

This agreement includes an agreed daily rate for violators in county facilities, asks the state to pay for all inmates receiving medical or psychiatric services, and continues the reciprocal bed use whereby the state may use 20 beds in King County work release facility in exchange for 30 beds in the state’s work release for women participants. This ordinance would adopt the agreement for two years through December 31, 2018.

BACKGROUND

The King County Department of Adult and Juvenile Detention operates one of the largest detention systems in the Pacific Northwest. The department is responsible for the operation of two adult detention facilities--the King County Correctional Facility in Seattle and the Maleng Regional Justice Center (MRJC) in Kent—with over 30,000 bookings a year and an average daily population of 1,835 pre- and post-adjudicated felons and misdemeanants every day. The average daily population of the department’s Seattle facility is approximately 1,106 inmates and about 730 inmates housed at the MRJC.

King County houses all felons arrested in the county and presented for booking into jail. In addition, the county houses “county” misdemeanants, criminal offenders who are either arrested in the unincorporated parts of the county or have committed offenses that are adjudicated by the District Court (“state cases”). The county is not mandated to

house city misdemeanants or state “holds” (individuals under state Department of Corrections’ supervision who are in violation of community supervision orders). The cities and the state pay King County for the booking and daily costs of housing inmates for which they are responsible.

Paying the County for Housing State Violators Since the implementation of the Offender Accountability Act of 1999, the state has been responsible for holding administrative hearings for certain felons who have completed their term in prison and who are under state supervision in the community, who then have allegedly committed violations after their release from prison. In the past, county jails including King County held these felony violators while they awaited their hearing or after being sanctioned at the hearing. However, as county jails faced severe constraints on both physical and fiscal capacity, many choose to not accept these violators.

As part of the county’s Adopted 2001 Budget, the Council adopted a proviso in Ordinance 14018. The proviso stated:

“It is the intent of the council that after January 1, 2001, the department of adult and juvenile detention shall no longer accept state department of corrections community supervision violators in its detention facilities....The council finds that these violators are a state responsibility and should be consequently housed in a state facility....”

The proviso was never implemented.

The growth of the state violator population remained a concern of the Council and the other representatives of the county’s criminal justice agencies. As part of its 2003 budget deliberations, the Council heard significant discussions related to unfunded state mandates and the unfunded costs associated with housing state inmates was one of the major areas of discussion. Further, this was the same time that the council was reviewing the county’s fiscal capacity to meet all of its mandated obligations with limited revenues. The council had also adopted the Adult Justice Operational Master Plan (AJOMP) and other AJOMP related provisos that required that all of the county’s criminal justice agencies review the county’s use of secure detention on a monthly basis. As part of this review, the Criminal Justice Council identified the reduction of the state hold population as a major priority. DAJD was directed to begin negotiations with the state to either have the inmates taken out of county facilities or to receive some form of compensation for housing the inmates.

Faced with the prospect of a large budget shortfall in 2004, the county notified the state that the county did not have capacity for its felony violator population after January 1, 2004. The Executive’s Budget actually reduced the department’s budget to reflect the removal of state inmates (\$977,942 and 14.0 FTEs). Nevertheless, the county entered into negotiations with the state to seek compensation rather than barring state inmates from the county’s detention facilities. The negotiations were successfully concluded at the end of 2003 and the new contract, and the attendant revenues, were incorporated in the county’s 2004 budget. The council adopted the new ILA as Ordinance 14919 in 2004.

The agreement was renewed again in in 2010 with Ordinance 17003, which extended the ILA through the end of 2015. This agreement not only established that the state would pay violators in county jail, but established a minimum number of beds the state would pay for (regardless of whether the beds were used), along with the agreement to pay premium rates beyond the daily per diem charge for housing inmates with medical or psychiatric needs. Nevertheless, because of the significant changes in how the state dealt with community supervision violators, and because the state had been required to pay for beds that it was not using, the state terminated its contract with the county on November 30, 2012, but advised the Executive at that time that it wanted to continue using county jail beds. The state and the executive engaged in negotiations resulting in a new agreement that was adopted in 2012 as Ordinance 17526 and recently expired.

New Agreement This proposed new agreement is substantially similar to the 2012 agreement with the state and will authorize the county to maintain a contracting relationship with the state. The central provisions of this new agreement include the following:

- The \$85 per day general daily rate established by the legislature, and which the state has been paying since 2011.
- The state will pay for *all* individuals in need of psychiatric or other medical services.
- The state is not committed to a minimum number of inmate beds.
- The state is also requesting, as a provision of the contract, more advance notification of inmate special medical or psychiatric needs, so it has the ability to return state inmates to the state facilities for medical services when desired.

The proposed agreement establishes that, effective January 1, 2017 and 2018 the rates of compensation for provision of medical and psychiatric services for state violators will increase by specified formulas (similar to those used in the department's contracts with cities).

The new contract does maintain the beneficial arrangement between the state and the county for reciprocal bed use whereby the state may use 20 beds in King County work release facility in exchange for 30 beds in state work release for women. This arrangement allows for the only work release beds for female county inmates.

FISCAL NOTE

The Executive has estimated that this continuing agreement will generate \$6 million in 2015-16 Biennium for the county's General Fund and \$9 million for the 2017-18 biennium.

ANALYSIS

This proposed agreement extends the recently expired agreement with the state and does allow for the continued revenue for state inmates in the county jail. This

agreement includes an agreed daily rate for violators in county facilities, asks the state to pay for all inmates receiving medical or psychiatric services, and continues the reciprocal bed use whereby the state may use 20 beds in King County work release facility in exchange for 30 beds in the state's work release for women participants. These are the only work release beds available for female county inmates.

The original agreement, adopted in 2012, along with this agreement was reviewed by the Council's legal counsel and the King County Prosecuting Attorney's Office.

It appears that this contract will advance a continuing relationship with the state. Department staff are available today to discuss the status of any negotiations, or plans for negotiations, with the state.

ATTENDEES:

- William Hayes, Director, Department of Adult and Juvenile Detention
- Steve Larsen, Chief of Administration, Department of Adult and Juvenile Detention

ATTACHMENTS

1. Proposed Ordinance 2016-0256, with attachments
2. Transmittal Letter (Attachment A)
3. Fiscal Note



KING COUNTY

ATTACHMENT 1

Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

June 23, 2016

Ordinance

Proposed No. 2016-0256.1

Sponsors Gossett

1 AN ORDINANCE authorizing the execution of an
2 interagency agreement between King County and the
3 Washington state Department of Corrections for jail
4 services.

5 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

6 SECTION 1. A. King County and the Washington state Department of
7 Corrections have participated in interagency agreements for many years. The current
8 interagency agreement expired on December 31, 2015.

9 B. King County and the Washington state Department of Corrections have now
10 negotiated a new interagency agreement for jail service for 2016 through 2018.

11 SECTION 2. The executive is hereby authorized to execute an interagency

12 agreement for jail services with the Washington state Department of Corrections, in
13 substantially the form of Attachment A to this ordinance.
14

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: 2016-0256 transmittal letter.docx

May 6, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

This letter transmits an ordinance that will enable King County to continue to provide jail services to the Washington State Department of Corrections (DOC) through December 31, 2018. The interagency agreement for jail services between King County and the DOC expired December 31, 2015.

The attached interagency agreement is substantially similar to agreements in past years. It continues a reciprocal provision that provides for additional work release space for County inmates in DOC facilities, in exchange for jail beds for DOC offenders. For the County, this agreement maintains a contracting partnership that cumulatively helps make use of existing jail space, provides a steady stream of revenue, and allows for additional work release beds.

This legislation aligns with the King County Strategic Plan Justice and Safety Goal by supporting safe communities and accessible justice systems; the Service Excellence Goal by delivering services that are responsive to community needs; and the Financial Stewardship Goal by exercising sound financial management and building King County's long-term fiscal strength.

Thank you for your consideration of this ordinance. This important legislation will help King County residents by supporting safe communities.

The Honorable Joe McDermott

May 6, 2016

Page 2

If you have any questions, please feel free to contact William Hayes, Director, Department of Adult and Juvenile Detention, at 206-477-2801.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
William Hayes, Director, Department of Adult and Juvenile Detention

2015/2016 FISCAL NOTE

Ordinance/Motion: 2016XXXX
 Title: 2016-2018 Interagency Agreement between King County and Wa. State Dept. of Corrections
 Affected Agency and/or Agencies: Department of Adult and Juvenile Detention
 Note Prepared By: David Pierce
 Date Prepared: March 28, 2016
 Note Reviewed By: Jo Anne Fox
 Date Reviewed:

Description of request:

An agreement for the purpose of maximizing the efficient and cost effective use of existing resources and to provide adequate facilities and programs for the confinement, care, and treatment of Department Offenders in accord with the provisions of RCW 72.68.040.

Revenue to:

Agency	Fund Code	Revenue Source	2015/2016	2017/2018	2019/2020
General Fund / DAJD	910	10	33816	6,000,000	9,000,000
TOTAL				6,000,000	9,000,000
					0

Expenditures from:

Agency	Fund Code	Department	2015/2016	2017/2018	2019/2020
TOTAL			0	0	0

Expenditures by Categories

	2015/2016	2017/2018	2019/2020
TOTAL	0	0	0

Does this legislation require a budget supplemental? NO

Notes and Assumptions:

- ¹. This Agreement commences on January 1, 2016 upon approval and signature by both parties and continues through December 31, 2018
- ². Estimated billable ADP for 2016 is approximately 170 and 140 billable ADP for 2017/2018 .
- ³. Estimated Revenue are based on a daily billable rate of \$85 effective 2016-2018, and premium rates that are inflated each year based on co methodology. The 2016 premium rates are as follows: Infirmary \$233.84 per day, Psychiatric Unit \$267.26 per day, Other Psychiatric Care \$73 day, and One-on-One Guarding at \$65.66 per hour, per Officer.

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King County

Law and Justice Committee

STAFF REPORT

Agenda Item:	9	Name:	Clifton Curry
Proposed No.:	2016-0261	Date:	June 28, 2016

SUBJECT

A MOTION authorizing the department of adult and juvenile detention to accept a donation to the inmate welfare fund of religious materials valued at roughly four thousand five hundred dollars from the Islamic Center of Eastside, Bellevue Masjid.

SUMMARY

This proposed motion would authorize the Department of Adult and Juvenile Detention to accept a donation of religious materials from the Islamic Center of Eastside worth approximately \$4,500. King County Code requires that donations of more than \$2,000 (with certain exceptions) be approved by the Council. The department must comply with federal and state laws that ensure that all inmates have access to religious services and materials. The department provides donated religious texts, brochures and reading materials to inmates upon request without cost. This motion would allow the department to accept this donation.

BACKGROUND

The King County Department of Adult and Juvenile Detention operates one of the largest detention systems in the Pacific Northwest. The department is responsible for the operation of two adult detention facilities--the King County Correctional Facility in Seattle and the Maleng Regional Justice Center (MRJC) in Kent—with over 30,000 bookings a year and an average daily population of 1,835 pre- and post-adjudicated felons and misdemeanants every day. The average daily population of the department’s Seattle facility is approximately 1,106 inmates and about 730 inmates housed at the MRJC. The department’s juvenile detention division houses 56 youth on an average daily basis.

The department of adult and juvenile detention is responsible for the operation of two adult detention and a juvenile detention facility. As part of its operations, the department must comply with the U.S. and State Constitutions, along with federal and state laws that ensure that all inmates have access to religious services and materials. The department's Inmate Welfare Fund is used to pay for a variety of inmate services,

including support to volunteer programs including faith-based ministry and the provision of religious materials. The department provides donated religious texts, brochures and reading materials to inmates upon request without cost.

King County employees are prohibited from soliciting donations; however, on occasion local businesses and clergy wish to support various department programs and offer financial assistance, such as donating religious and other materials. King County Code 2.80.010 requires that gifts, bequests and donations of more than \$2,000 can only be accepted upon behalf of the county after approval by motion of the county council. This provision was enacted in 1972.

The Islamic Center of Eastside, Bellevue Masjid would like to donate religious materials for the use of inmates with an estimated value of \$4,500. According to materials provided by the Executive, the department values community support and this request aligns with the County Strategic Plan on regional collaboration and providing resources for inmates. Adoption of this motion will ensure that this donation is accepted.

ANALYSIS

This proposed motion would authorize the Department of Adult and Juvenile Detention to accept a donation of religious materials from the Islamic Center of Eastside worth approximately \$4,500. King County Code requires that donations of more than \$2,000 (with certain exceptions) be approved by the Council. The department must comply with federal and state laws that ensure that all inmates have access to religious services and materials. The department provides donated religious texts, brochures and reading materials to inmates upon request without cost. This motion would allow the department to accept this donation and appears reasonable.

ATTENDEES:

- William Hayes, Director, Department of Adult and Juvenile Detention
- Steve Larsen, Chief of Administration, Department of Adult and Juvenile Detention

ATTACHMENTS

1. Proposed Motion 2016-0261
2. Transmittal Letter



KING COUNTY
Signature Report

ATTACHMENT 1

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

June 9, 2016

Motion

Proposed No. 2016-0261.1

Sponsors Gossett

1 A MOTION authorizing the department of adult and juvenile
2 detention to accept a donation to the inmate welfare fund of
3 religious materials valued at roughly four thousand five
4 hundred dollars from the Islamic Center of Eastside,
5 Bellevue Masjid.

6 WHEREAS, the Islamic Center of Eastside, Bellevue Masjid wishes to donate
7 religious materials for inmates, and

8 WHEREAS, the department of adult and juvenile detention would like to accept
9 the donation of these materials, valued at roughly four thousand five hundred dollars;

10 NOW, THEREFORE, BE IT MOVED by the Council of King County:

11 The department of adult and juvenile detention is authorized to accept a donation

Motion

12 to the inmate welfare fund of religious materials valued at roughly four thousand five
13 hundred dollars from the Islamic Center of Eastside, Bellevue Masjid.

14

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, _____.

Dow Constantine, County Executive

Attachments: None

April 25, 2016

The Honorable Joe McDermott
Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

This letter transmits a motion that will enable the Department of Adult and Juvenile Detention (DAJD) to accept a donation to the Inmate Welfare Fund. Specifically, the Islamic Center of Eastside, Bellevue Masjid would like to donate books valued at roughly \$4,500 to the inmate welfare fund. King County employees are prohibited from soliciting donations; however, on occasion local businesses and clergy wish to support various DAJD programs and offer financial assistance. Under King County Code section 2.80.010 the attached motion is the appropriate mechanism for King County to accept this gift.

King County Department of Adult and Juvenile Detention employees value community support and this request aligns with the County Strategic Plan on regional collaboration and providing resources for inmates. DAJD staff appreciate the donation of religious materials for inmates from the Islamic Center of Eastside, Bellevue Masjid, in the estimated value of four thousand five hundred thousand dollars (\$4,500). Adoption of this motion will ensure that this donation is accepted.

The Honorable Joe McDermott

April 25, 2016

Page 2

If you have any questions, please feel free to contact William Hayes, Director, Department of Adult and Juvenile Detention, at 206-477-2801.

Sincerely,

Dow Constantine

King County Executive

Enclosures

cc: King County Councilmembers

ATTN: Carolyn Busch, Chief of Staff

Anne Noris, Clerk of the Council

Carrie S. Cihak, Chief of Policy Development, King County Executive Office

Dwight Dively, Director, Office of Performance, Strategy and Budget

William Hayes, Director, Department of Adult and Juvenile Detention



King County

**Metropolitan King County Council
Law and Justice Committee**

STAFF REPORT

Agenda Item:	10	Name:	Lise Kaye
Proposed No.:	2016-0294	Date:	June 28, 2016

SUBJECT

A MOTION supporting the executive's appointments to the King County E-911 strategic plan leadership group and staff planning group.

SUMMARY

The Strategic Planning Process Report submitted by the King County E-911 Strategic Plan Scoping Committee on May 31, 2016 (Attachment 3) recommends a collaborative process to develop a strategic plan to address priorities for the regional portions of the King County E-911 system. The process would include the creation of a Leadership Group, supported by a Staff Planning Group, to recommend a Strategic Plan to the Executive and the County Council. Proposed Motion 2016-0294 would affirm the County Council's support for the Executive's appointments to those groups.

BACKGROUND

Strategic Plan Scoping Committee. On October 26, 2015, the County Council approved Ordinance 18139 (Attachment 4), which set forth a methodology and committee structure to define the process to develop a King County regional E-911 strategic plan. Developed with the Regional Policy Committee, Ordinance 18139 created and directed a Strategic Plan Scoping Committee, comprised of a 16-member Leadership Group and a supporting Project Coordination Team, to develop and recommend a Strategic Planning Process Report for transmittal to the Regional Policy Committee, County Council and County Executive by May 31, 2016.¹

Strategic Planning Process Report. As required by Ordinance 18139, King County E-911 Strategic Plan Scoping Committee submitted its final report to the Clerk of the County Council, as required by Ordinance 18139. The Strategic Planning Process Report ("the Report") recommends a collaborative process to develop a strategic plan to address priorities for the regional portions of the King County E-911 system and guide

¹ Motion 14488, adopted on December 14, 2015, appointed members to the Leadership Group and Project Coordination Team; Motion 14556, adopted on February 1, 2016, appointed specific members of the Seattle City Council to the Leadership Group; and Motion 14577 modified the King County Council representatives to include the Vice Chair of the Law and Justice Committee instead of the Chair of the Law, Justice and Emergency Management Committee.

the ongoing process for decision making, funding and implementing those priorities. The report provides recommendations for each of the charges set forth in Ordinance 18139 and also recommends Guiding Principles for the Regional E-911 System.

Recommended Organizational Structure. The Report recommends that a Leadership Group would recommend a Strategic Plan to the Executive and the County Council. The recommended Leadership Group would have the same structure as the one created for the Scoping Report. It would be supported by an expanded Staff Planning Group comprised of one person for each interest represented on the Leadership Group which would make recommendations to the Leadership Group. The Report recommends that the Staff Planning Group appoint and consider recommendations from Task Forces on Governance, Technology and Funding. A detailed diagram of the recommended organizational structure is shown on page 14 of the Report.

Recommended Timeline. The Report recommends that planning begin upon the King County Council's confirmation of committee membership and conclude by December 31, 2017. The recommended timeline includes five meetings of the Leadership Group and specific subject matter briefings to the Regional Policy Committee and County Council. A diagram of the recommended timeline is on page 15 of the Report.

ANALYSIS

The Executive notes in the transmittal letter accompanying this proposed motion that he supports the recommended organizational structure, timeline and milestones provided in the Report. Accordingly, the Executive has formed a Leadership Group with the same structure as the one created for the Scoping Report, with minor changes in the individual appointments as recommended by their jurisdictions or agencies. The Leadership Group is supported by an expanded Staff Planning Group comprised of one person for each interest represented on the Leadership Group (see Attachment A to the Proposed Motion for the names and organizations of the appointees).

Approval of Proposed Motion 2016-0294 would demonstrate Council support for the Executive's appointments to the King County E-911 strategic plan leadership group and staff planning group.

ATTACHMENTS

1. Proposed Motion 2016-0294 and Attachment A
2. Transmittal Letter
3. King County Regional E-911 Strategic Planning Process Report
4. Ordinance 18139

INVITED

1. Diane Carlson, Director of Regional Initiatives, King County Executive's Office



Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

June 23, 2016

Motion

Proposed No. 2016-0294.1

Sponsors

1 A MOTION supporting the executive's appointments to the
2 King County E-911 strategic plan leadership group and
3 staff planning group.

4 WHEREAS, Ordinance 18139 established the King County E-911 strategic plan
5 scoping committee, consisting of a leadership group and a project coordination team and

6 WHEREAS, the committee's purpose was to recommend a strategic planning
7 process report as specified in Ordinance 18139 by May 31, 2016, and

8 WHEREAS, the committee delivered the strategic planning process report to the
9 King County council on May 31, 2016, and

10 WHEREAS, the report proposes formation of a leadership group and staff
11 planning group to develop a King County regional E-911 strategic plan, and

12 WHEREAS, the collaborative process recommended in the strategic planning
13 process report to develop the strategic plan including addressing the regional E-911
14 system's governance, technology and finance challenges will be carried out by the
15 executive, and

16 WHEREAS, Attachment A to this motion provides the names and organizations
17 for the individuals who the executive intends to appoint to serve on the King County
18 regional E-911 strategic plan leadership group and staff planning group;

19 NOW, THEREFORE, BE IT MOVED by the Council of King County:

20 The council supports the executive's appointments to the regional E-911 strategic
21 plan leadership and staff planning groups listed in Attachment A to this motion.
22

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

J. Joseph McDermott, Chair

ATTEST:

Anne Noris, Clerk of the Council

APPROVED this ____ day of _____, ____.

Dow Constantine, County Executive

Attachments: A. Leadership Group and Staff Planning Group

Leadership Group

Councilmember Jennifer Robertson
City of Bellevue

Mayor Liz Reynolds
City of Enumclaw (Sound Cities)

Councilmember Tola Marts
City of Issaquah (Sound Cities)

Executive Dow Constantine
King County

Councilmember Reagan Dunn
King County

Councilmember Kathy Lambert
King County

Councilmember Claudia Balducci
King County

Sheriff John Urquhart
King County

Executive Director Tom Orr
NORCOM

Commander Erik Scairpon
Redmond Police Department

Mayor Denis Law
City of Renton (Sound Cities)

Councilmember Lorena González
City of Seattle

Council President Bruce Harrell
City of Seattle

Captain Ronald Rasmussen
Seattle Police Department

Commissioner Tim Osgood
Woodinville Fire and Rescue

Jody Miller
*Non-Voting Member, King County Office of
Emergency Services*

Staff Planning Group

Commander Chris Wilson
Issaquah Police Department

Chief Patti Cole-Tindall
King County Sheriff's Office

Lise Kaye
King County Council Central Staff

Chad Barnes
City of Bellevue

Commissioner Tim Osgood
Woodinville Fire and Rescue

Captain Ronald Rasmussen
Seattle Police Department

Edie Gilliss
City of Seattle

Lora Ueland
Valley Communications Center

Kathy Lombardo
King County E-911 Office

Diane Carlson
King County Executive's Office

Marilynne Beard
City of Kirkland (Sound Cities)

For Project Management Support

Meg Goldman
*Non-Voting Member, King County Department of
Executive Services*

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June 14, 2016

The Honorable Joe McDermott
Vice Chair, King County Council
Room 1200
C O U R T H O U S E

Dear Councilmember McDermott:

Enclosed for consideration and approval by the King County Council is a motion supporting the Executive's appointment of sixteen individuals to the King County Regional E-911 Strategic Plan Leadership Group and twelve individuals to the King County Regional E-911 Staff Planning Group. These work groups were identified in the King County Regional E-911 Strategic Planning Process Report¹ (Process Report) to lead and provide staff support for the development of a recommended King County Regional E-911 Strategic Plan.

I want to thank the King County E-911 Strategic Planning Process Report Leadership Group members and the staff Project Coordination Team for their hard work over the past five months to produce the recommended scope for developing a King County Regional E-911 Strategic Plan. I support the recommended organizational structure, timeline and milestones provided in the Process Report delivered to the Council on May 31, 2016.

The E-911 Program Office and our twelve Public Safety Answering Points (PSAPs) all play an important role in ensuring the E-911 system works throughout King County. As we continue our path to developing and implementing a model system that is technologically up-to-date, we will benefit from the collaboration recommended in the Process Report to address the regional E-911 system's governance, technology and finance challenges.

To advance the strategic planning process, King County staff is working in partnership with the current Project Coordination Team to issue a request for proposals for a strategic planning consultant to manage the work outlined in the Process Report. The Project Coordination Team and the members of the proposed Staff Planning Group have been asked to participate in the selection process for the consultant. By moving forward now with this procurement

¹ The Regional E-911 Strategic Plan Scoping Report was developed by the King County E-911 Strategic Plan Scoping Committee per Ordinance 18139

The Honorable Joe McDermott
June 14, 2016
Page 2

process, a consultant can be on board by late summer and the strategic planning process can begin in full by September.

Attachment A to the motion provides the names and organizations for the individuals I am appointing to serve on the King County Regional E-911 Strategic Plan Leadership Group and the King County Regional E-911 Strategic Plan Staff Planning Group. The individuals have been recommended by their jurisdictions or agencies. Together, the members will help us develop recommendations for a 10-year King County regional E-911 strategic plan.

Conducting the King County Regional E-911 Strategic Plan meets the King County Strategic Plan goal of planning for the long-term sustainability of services. Additionally, these appointments support the King County Strategic Plan goal of public engagement by expanding opportunities to seek input, listen and respond to service partners and residents.

Thank you for your consideration of this motion and for the Council's leadership on regional E-911. I look forward to working with the Council and our regional system partners as we collaboratively work to ensure the strength and sustainability of the regional E-911 system.

If you have any questions about any aspect of this proposed motion or our plans for implementation, please call Diane Carlson, Director of Regional Initiatives, at 206-263-9631.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
ATTN: Carolyn Busch, Chief of Staff
Anne Noris, Clerk of the Council
Carrie S. Cihak, Chief of Policy Development, King County Executive Office
Diane Carlson, Director of Regional Initiatives, King County Executive Office
Dwight Dively, Director, Office of Performance, Strategy and Budget
Caroline Whalen, County Administrative Officer, Department of Executive Services (DES)



REGIONAL E-911 STRATEGIC PLAN SCOPING

SCOPING COMMITTEE**LEADERSHIP GROUP**

Councilmember Jennifer Robertson
CITY OF BELLEVUE

Mayor Liz Reynolds
CITY OF ENUMCLAW

Councilmember Tola Marts
CITY OF ISSAQUAH

Executive Dow Constantine
KING COUNTY

Councilmember Reagan Dunn
KING COUNTY

Councilmember Kathy Lambert
KING COUNTY

Councilmember Dave Uptegrove
KING COUNTY

Sheriff John Urquhart
KING COUNTY

Jody Miller
KING COUNTY OFFICE OF EMERGENCY MANAGEMENT

Executive Director Tom Orr
NORCOM

Commander Erik Scairpon
REDMOND POLICE DEPARTMENT

Mayor Denis Law
CITY OF RENTON

Councilmember Lorena Gonzalez
CITY OF SEATTLE

Council President Bruce Harrell
CITY OF SEATTLE

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Hon. Tim Osgood
WOODINVILLE FIRE AND RESCUE

PROJECT COORDINATION TEAM

Executive Director Lara Ueland, Chair
VALLEY COMMUNICATIONS CENTER

Deb Flewelling, Vice-Chair
KING COUNTY E-911 OFFICE

Commander Chris Wilson
ISSAQUAH POLICE DEPARTMENT

Chief Patti Cole-Tindall
KING COUNTY SHERIFF'S OFFICE

Lise Kaye
KING COUNTY COUNCIL STAFF

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

May 31, 2016

To: King County Council

From: King County E-911 Strategic Plan Scoping Committee
Leadership Group & Project Coordination Team

Re: Strategic Planning Process Report

As set out by Ordinance 18139, the King County E-911 Scoping Committee is pleased to submit the attached Regional E-911 Strategic Planning Process Report to the King County Council.

All of us - as well as many staff members and consultants - have been working diligently for many months to recommend this collaborative process to develop a King County E-911 strategic plan to address priorities for the regional portions of the King County E-911 system and guide the ongoing process for decision making, funding and implementing those priorities.

The attached report begins with a brief summary of relevant history and processes; and outlines the following recommendations:

1. An organizational structure for the strategic planning process;
2. A timeline and milestones for completion of the plan;
3. A regular reporting process to project stakeholders;
4. A Leadership Group, Staff Planning Group; Task Forces on Governance, Technology, and Finance; as well as
5. A Shared Vision, Guiding Principles, Measurable Goals, Initial Key Questions to be explored, and Roles for a regional King County E-911 system that is reflective of national best practices.

The report also addresses issues and questions needed to integrate with the state's E-911 system and the responsibilities of local jurisdictions in their delivery of E-911 dispatch services; develop a 10-year technology investment strategy; develop a 10-year sustainable financial plan; and define an ongoing decision-making and governance structure for the regional E-911 system.

We ask the Council to accept this report. We also ask that the Council please expeditiously accept and confirm the King County Executive's appointments to the strategic planning Leadership Group and Staff Planning Group so that work can begin at once on the strategic plan.

Executive Summary

This report recommends a “*collaborative process to develop a King County E-911 strategic plan to address priorities for the regional portions of the King County E-911 system and guide the ongoing process for decision making, funding and implementing those priorities.*”¹

The *Background* section provides an overview of the existing Regional E-911 System, its funding, current challenges, and key entities. The *Scoping Charge* section cites the requirements of the King County ordinance mandating this process and report. The *Roles, Vision, Goals and Guiding Principles* section defines the roles, shared vision and measurable goals of the regional King County E-911 system that is reflective of national best practices. The *Strategic Plan Scope* section outlines the organizational structure; timeline and milestones; stakeholder reporting; work groups and teams; as well as key questions and issues for strategic planning.

Background – The Regional E-911 System is operated by the E-911 Program Office in the County’s Department of Executive Services in cooperation with twelve Public Safety Answering Points (PSAPs), with the E-911 Program Office routing requests and the PSAPs interrogating callers and dispatching services. The Regional E-911 System is funded by excise taxes levied on landline, wireless and voice-over-internet phones. Challenges include funding limitations in the face of needed system upgrades and an absence of consensus among the system’s various entities about next steps and priorities.

Charge – King County Ordinance 18139 created a regional E-911 Strategic Plan Scoping Committee to recommend a strategic planning process. This report has been developed and submitted to meet that requirement.

Roles, Vision, and Guiding Principles – This report defines a shared vision for “King County’s Regional E-911 System that would assure the system is among the best in the country in terms of rapid and effective routing of requests for services; effective deployment of evolving technology; and efficient use of public resources.” The Committee also recommends that the system adhere to specific guiding principles and measurable goals for outcomes, process, finances, and standards. This report further outlines existing roles and defines parameters for the strategic planning process.

Strategic Planning Scope – The recommended Scope for an E911 Strategic Plan sets out an organizational structure, timeline and milestones as follows:

- **Timeline** - Planning will begin upon the King County Council’s confirmation of committee membership and conclude by December 31, 2017.
- **Leadership Group** (same structure as the existing Leadership Group constituency) to recommend a Strategic Plan to the King County Executive and King County Council.
- **Staff Planning Group** (with one representative of each Leadership Group constituency) to prepare recommendations and/or decision options for each of the questions and issues for strategic planning, including supervising the work of content Task Forces.

¹ *King County Ordinance 18139, Section 1C.*

- Content Task Forces on Governance, Technology, and Finance to deliberate and recommend action on key questions and issues.
- Stakeholders are identified, as well as needed staff and consultant support.
- A Reporting Process to Stakeholders is identified, with specific reports and due dates.
- Strategic Questions and Issues are identified in Governance, Technology, and Finance.

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Acknowledgements

This report is a product of the King County E-911 Strategic Plan Scoping Committee that is made up of a Leadership Group and Project Coordination Team, as appointed by the County Council. Many staff members at King County and local jurisdictions, as well as a team of facilitation consultants, supported the Scoping Committee's work.

Scoping Committee

Leadership Group

Councilmember Jennifer Robertson
CITY OF BELLEVUE

Mayor Liz Reynolds
CITY OF ENUMCLAW

Councilmember Tola Marts
CITY OF ISSAQUAH

Executive Dow Constantine
KING COUNTY

Councilmember Reagan Dunn
KING COUNTY

Councilmember Kathy Lambert
KING COUNTY

Councilmember Dave Upthegrove
KING COUNTY

Sheriff John Urquhart
KING COUNTY

Jody Miller
KING COUNTY OFFICE of EMERGENCY MANAGEMENT

Executive Director Tom Orr
NORCOM

Commander Erik Scairpon
REDMOND POLICE DEPARTMENT

Mayor Denis Law
CITY OF RENTON

Councilmember Lorena González
CITY OF SEATTLE

Council President Bruce Harrell
CITY OF SEATTLE

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Hon. Tim Osgood
WOODINVILLE FIRE AND RESCUE

Project Coordination Team

Executive Director Lora Ueland, Chair
VALLEY COMMUNICATIONS CENTER

Deb Flewelling, Vice-Chair
KING COUNTY E-911 OFFICE

Commander Chris Wilson
ISSAQUAH POLICE DEPARTMENT

Chief Patti Cole-Tindall
KING COUNTY SHERIFF'S OFFICE

Lise Kaye
KING COUNTY COUNCIL STAFF

Captain Ronald Rasmussen
SEATTLE POLICE DEPARTMENT

Staff Support

King County

Diane Carlson, King County Executive's Office
Marlys Davis, E-911 Program Office
Meg Goldman, Department of Executive Services
Tom Koney, Department of Executive Services
Jody Miller, Office of Emergency Services
Laura Pitarys, E-911 Program Office

PSAPs

Captain Ron Rasmussen, Seattle Police
Deputy Chief Mike Teffre, Seattle Fire
Manager Kathy Baskin, Port of Seattle
Manager Sue Carr, University of Washington
Manager Jo Baumgartner, Washington State Patrol
Commander Chris Wilson, Issaquah Police

Captain Bob Huebler, Enumclaw
Executive Director Tom Orr, NORCOM
Captain Patrick Butschli, King County Sheriff
Commander Erik Scairpon, Redmond Police
Director Micki Singer, Bothell Police
Executive Director Lora Ueland, Valley
Communications Center

Consultants

BDS Planning & Urban Design

Brian Douglas Scott
Beth Dufek
Jennifer Rose
Jacqueline Gruber

CBE Strategic

Tim Ceis
Andrés Mantilla
Kate Nolan

Glossary of Terms and Acronyms

9-1-1 Call Routing Network – Together the Washington State 911 office and the King County E-911 Program Office maintain the 9-1-1 call routing network which consists of a system of circuits, networks and/or equipment designed to move 9-1-1 calls from the state system to the Public Safety Answering Points (PSAPs), including the information technology system known as Emergency Services Internet-protocol Network (ESInet).

COTS – Commercial Off The Shelf Software

CPE - Customer Premise Equipment – Equipment used by the PSAP to process 9-1-1 calls.

E-911 Program Office – In King County, the Regional E-911 System for routing 9-1-1 calls is administered by the E-911 Program Office, which is a section of the Office of Emergency Management within the Department of Executive Services in the county government.

EMS – Emergency Medical Services.

ESInet – Emergency Services Internet-Protocol Network - A statewide system for routing emergency calls. ESInet is part of the 9-1-1 Call Routing Network.

FD – Fire Department.

IAG – Interim Advisory Group – The Interim Advisory Group's purpose is to advise and consult with the King County E-911 program office regarding technology, financial and system operational issues until completion of the E-911 strategic plan and implementation of an ongoing decision-making and governance system. The advisory group is guided by King County Council by Ordinance 18139 to provide comment and recommendations on the county's E-911 program office 2017-2018 budget proposal.

NENA – National Emergency Number Association.

NG911 – Next Generation 9-1-1 - A national plan² aimed at updating the 9-1-1 service infrastructure to improve public emergency communications services in an increasingly wireless mobile society. In addition to calling 9-1-1 from a phone, it seeks to enable the public to transmit text, images, video and data to the PSAPs.

PD – Police Department.

PSAP – Public Safety Answering Point – Call answering locations for 9-1-1 calls originating in a given area. In King County, the twelve PSAPs are governed and largely funded by the independent jurisdictions and agencies they serve. PSAPs are responsible for answering a 911 call sent to their center.

² http://c.ymcdn.com/sites/www.nena.org/resource/collection/22dbdb9d-fbd7-445e-a760-1c39a222ed34/National_NG911_Migration_Plan.pdf?hhSearchTerms=%22NG911%22

Regional E-911 System – In King County, the phrase “Regional E-911 System” – as used in this document only – includes the governance, technology, operations and finances related to the area of responsibility of the E-911 Program Office, as defined by the RCW and WAC (Revised Code of Washington and Washington Administrative Code).³

Telecommunications Providers – Private companies (such as AT&T, Verizon, Century Link, etc.) that provide telecommunications services, route calls, and collect excise taxes.

VoIP calls – Voice Over Internet Protocol calls - Calls through telephone equipment using the Internet.

Washington State 911 Office – The Washington State 911 office and the King County E-911 office share responsibility for maintaining a network and equipment that links private telecommunications providers to the 911 call network.

Wireless calls – Calls through cellphones.

Wireline calls – Calls through traditional landline telephones.

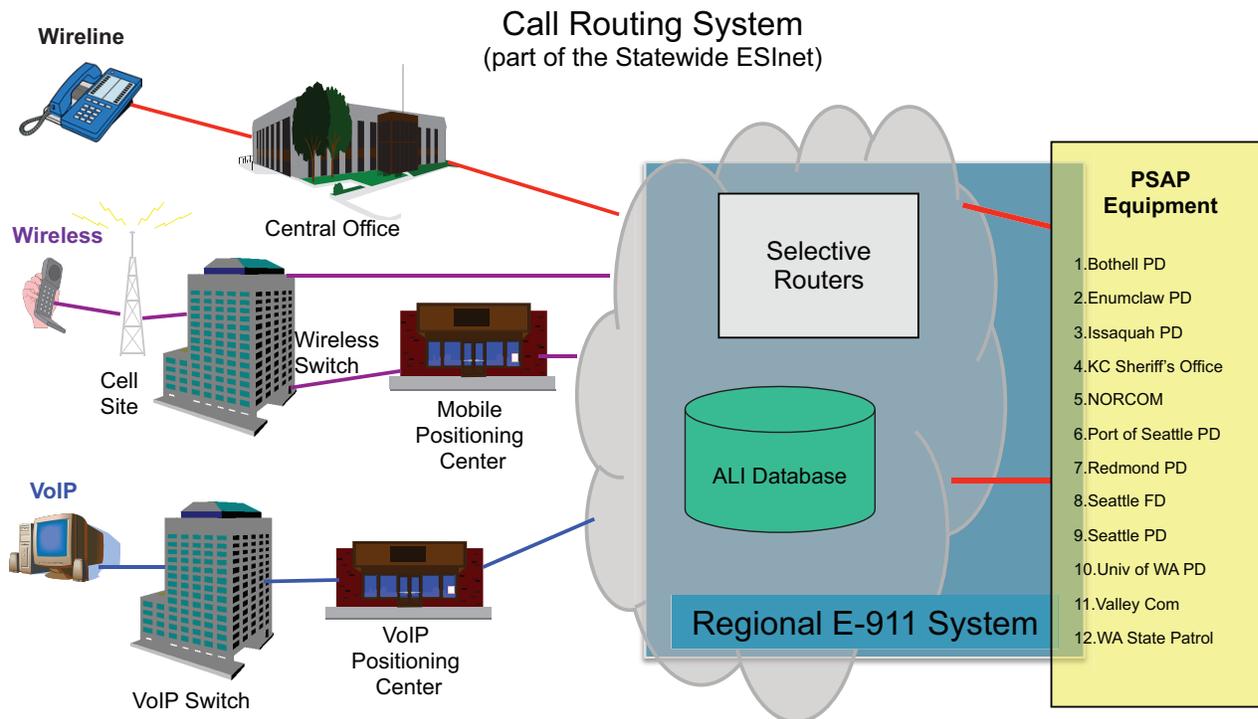
³ See RCW 82.14B.020 (2), (3); WAC 118-66-030 (2), (62); see generally RCW 38.52.51; 82-14B-010 *et. seq.*; WAC 118-66-010 *et. seq.*

1 – Background

A. Existing System

The Regional E-911 System in King County is a partnership between the King County E-911 Program Office and 12 Public Safety Answering Points (PSAP) which provide 911 call answering and dispatch services for local jurisdictions (*see list of PSAPs below*). The Program Office, reporting to the King County Office of Emergency Management within the Department of Executive Services, is responsible to ensure correct routing of a 911 call to the appropriate PSAP. Each PSAP, reporting to their local stakeholders, is responsible for the 911 call answering, interrogation, and dispatch of appropriate public safety agencies.

As illustrated below, calls are received by the system via wireline, wireless, and Voice Over Internet Protocol (VoIP) telephones. The private telephone service providers route these calls to the statewide Emergency Services IP Network (ESInet), which routes them to the King County Regional E-911 System. The County system then routes the call to the appropriate PSAP for caller interrogation and dispatch. It is the Regional E-911 System – as depicted in the grey box below – that is the subject of this report and the upcoming strategic plan. The Regional E-911 System does not have jurisdiction over either the private telecommunications providers or the interrogation and dispatch services of the PSAPs.



B. Public Safety Answering Points (PSAPs) in King County

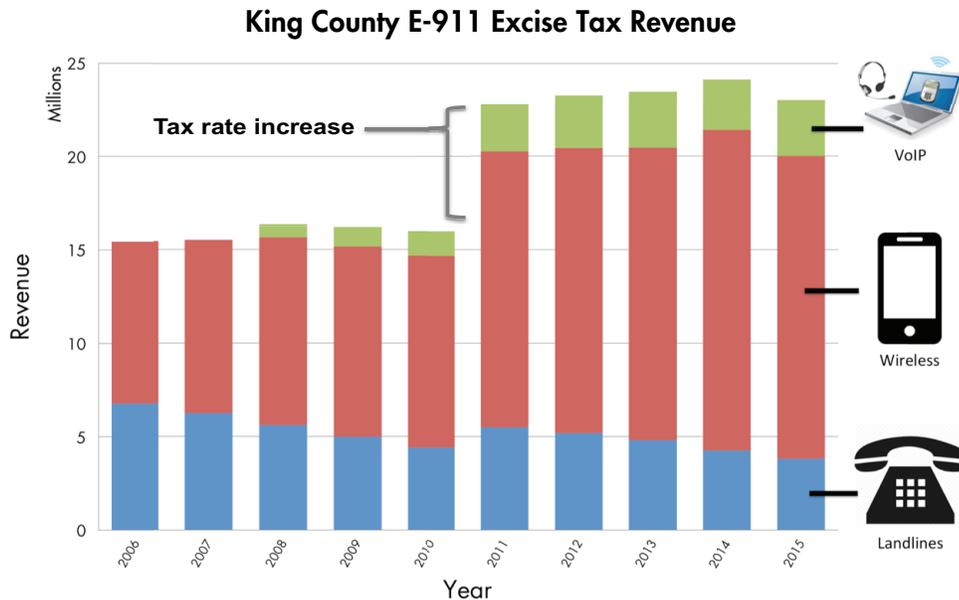
PSAP	2015 911 Calls	Services* Provided: Agencies Served
Bothell Police Dept.	17,205	Police: Bothell Police Department, Lake Forest Park Police Department
Enumclaw Police Dept.	4,830	Police, Fire, EMS: Enumclaw Police Department, Enumclaw Fire Department
Issaquah Police Dept.	13,018	Police: Issaquah Police Department, North Bend Police Department, Snoqualmie Police Department
King County Sheriff	341,900	Police: King County Sheriff's Office – Includes cities of Burien, Covington, Kenmore, Maple Valley, Newcastle, Sammamish, SeaTac, Shoreline, Woodinville, and King County Airport
NORCOM	176,100	Police, Fire, EMS: Bellevue PD, Clyde Hill PD, Kirkland PD, Medina PD, Mercer Island PD, Bellevue FD, Bothell FD, Duvall FD, Eastside Fire & Rescue, Kirkland FD, Mercer Island FD, Redmond FD, Snoqualmie FD, King County Fire Districts #04, #16, #27, #36, #50, #51
Port of Seattle Police Dept.	11,743	Police, Fire, EMS: Normandy Park Police Dept., Port of Seattle Police Dept., Port of Seattle Fire Department
Redmond Police Dept.	20,794	Police: Carnation Police Department, Duvall Police Department, Redmond Police Department
Seattle Fire Dept.	102,235	Fire, Emergency Medical Services: Seattle Fire Department
Seattle Police Dept.	598,642	Police: Seattle Police Department
University of WA Police Dept.	3,057	Police: University of Washington Police Department
Valley Communications Center	440,581	Police, Fire, EMS: Algona PD, Auburn PD, Black Diamond PD, Des Moines PD, Federal Way PD, Kent PD, Pacific PD, Renton PD, Tukwila PD, Valley Regional Fire Authority (Auburn, Algona, Pacific), Kent Fire Regional Fire Authority (Kent, SeaTac, #37), Renton FD (Renton, #25, #40), South King Fire (Federal Way, #39, #26), Tukwila FD, King County Fire Districts #02, #11, #13, #17, #20, #43, #44, #46, #47
Washington State Patrol	276,426	Police: Washington State Patrol

* FD = Fire Department
 PD = Police Department
 EMS = Emergency Medical Services

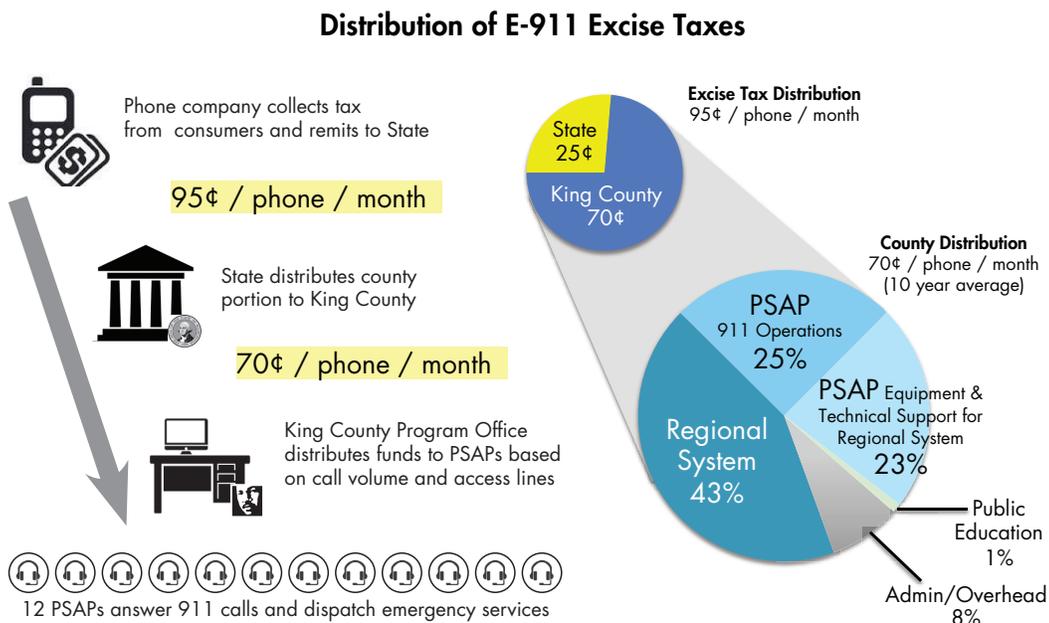
C. Funding

The E-911 Program Office is supported by excise taxes for land line, wireless and Voice-over-Internet phones. The E-911 Program Office distributes a portion of the excise taxes to the PSAPs in accordance with state statute to defray the costs of 911 call handling. The majority of PSAP costs are borne by the PSAP and their stakeholders.

As illustrated below, excise tax revenue to the King County Regional E-911 system has remained relatively flat for the last ten years, with the exception of a rate increase in 2011. Funding from wireless and VoIP taxes is increasing while landline revenue is decreasing, but overall funding is steady.



The following illustration shows the distribution of telephone excise taxes, with the state currently collecting 95¢ per phone per month. The state retains 25¢ of these excise taxes to pay for the statewide ESInet, and distributes 70¢ per phone per month to King County. The E-911 Program Office, in turn, distributes a portion of these funds to the PSAPs through an established formula. The PSAP portion goes toward PSAP equipment and technical support to connect with the regional system, as well as 911 operations. The bulk of PSAP costs (largely call taker salaries) are borne by the local PSAP jurisdictions.



The above are estimates of current figures. Developing a baseline agreement among Regional E-911 System partners on the current situation regarding funding distribution and how this distribution should be illustrated should be an early step in discussions during strategic planning.

D. Current Challenges

King County, with its partner agencies, recognized (along with NENA and other national organizations) that the speed of transition to high-cost, technology-intensive NG911 technology is limited by current financial resources and staffing. The transition also presents significant increased complexity in program and project management as well as major security vulnerabilities that require advanced planning and expertise. All agreed that planning and prioritization were essential to successfully transition to NG911. (Next Generation 911 is a federal initiative to modernize existing, land line-based 911 technologies and upgrade systems to better work with wireless and Voice-over-Internet technologies.) In June 2015, the King County Auditor's Office published findings from its independent review of E-911 operations and recommended creation of a governance mechanism, establishment of a financial baseline of required spending and estimated revenues, and suspension of NG911 projects pending creation of an NG911 implementation plan and vetting of the plan with stakeholders.

E. Strategic Plan Scoping Process

Responding to proposed legislation from the Regional Policy Committee, the King County Council passed Ordinance 18139 in October 2015, creating a Strategic Plan Scoping Committee comprised of a Leadership Group and a supporting Project Coordination Team (*see membership lists on Acknowledgements page, earlier in this report*). The Committee includes representatives from King County, municipalities, PSAPs, and Fire Commissioners so that the priorities of the regional King County E-911 system can be identified in collaboration. The Scoping Committee was tasked with developing and recommending this Strategic Planning Process Report for transmittal to the Regional Policy Committee and County Council by May 31, 2016. The next phase of this 3-part process will be strategic planning, followed by a third phase that will be implementation of the strategic plan. Section 2 (below) delineates the content of the Strategic Planning Process Report as required by King County Ordinance 18139.

2 – Scoping Charge

From King County Ordinance 18139:

SECTION 1.

- C. The report shall **recommend a collaborative process to develop a King County E-911 strategic plan** to address priorities for the regional portions of the King County E-911 system and guide the ongoing process for decision making, funding and implementing those priorities, including:
1. The **organizational structure** for the strategic planning process;
 2. A **timeline and milestones** for completion of the plan;
 3. A regular **reporting process** to project stakeholders;
 4. A recommended **work group or groups and team or teams**, or any combination thereof; and
 5. **Other issues** as identified by the committee.
- D. The report shall define the **roles, shared vision and measurable goals** of the regional King County E-911 system that is reflective of national best practices. In addition, the report shall also, at a minimum, address the **planning processes and questions needed to:**
1. Integrate with the state's E911 system and the responsibilities of local jurisdictions in their delivery of E-911 dispatch services;
 2. Develop a **ten-year technology investment strategy** for the regional King County E-911 system with tactics and a process for adapting to evolving technology and service conditions;
 3. Develop a **ten-year sustainable financial plan** for the regional King County E-911 system with tactics and a process for adapting to evolving financial conditions; and
 4. Define an **ongoing decision-making or governance structure** for implementing and achieving the vision and goals of the regional King County E-911 system, including a conflict resolution process.

3 – Roles, Vision, Goals & Guiding Principles

A. Shared Vision – for the Regional E-911 System

Consistent with national best practices, King County's Regional E-911 System will be among the best in the country in terms of:

- Rapid and effective routing of requests for services
- Efficient use of public resources
- Effective deployment of evolving technology
- Adherence to the guiding principles (below)

B. Guiding Principles – for the Regional E-911 System

1. Process

- a. **Transparency** – Transparency in operations, procurement, decision-making, and financial management
- b. **Project Management Principles** – Keep current with industry standards in terms of project management and operating principles (PMP)
- c. **Collaboration** – Maintain a collaborative approach among all jurisdictions and project partners, including open and regular communication
- d. **Predictability** – Predictability in operations and decision-making
- e. **Advocacy** – Advocate at all levels to influence best practices and appropriate resources in the public and private sectors
- f. **Inclusion** – includes a broad array of voices

2. Finances

- a. **Fiscal Responsibility** – Equitable, transparent, and responsible fiscal management
- b. **Financial Sustainability** – Manage toward long-term financial sustainability
- c. **Cost Effective** – Leverage resources to provide the best possible services

3. Standards

- a. **National Best Practices** – Stay in step with national best practices in operations
- b. **Performance Metrics** – Track progress with specific and transparent metrics
- c. **Continuous Improvement** – Respond to recommendations, and continue to seek opportunities for improvement (including the King County Auditor's 2015 report)

C. Goals – for the Regional E-911 System

As part of the strategic planning process, develop a dashboard of outcome metrics to monitor progress toward these goals, to be in alignment with the guiding principles above.

1. **No Request Lost** – Never lose track of a request for assistance
2. **Prompt Response** – Promptly route and respond to every request for assistance to promote rapid dispatch
3. **Seamless System-wide Technology** – A county-wide system that is fully integrated and interoperable, minimizing transfers and ensuring reliability
4. **Meet or Exceed Industry Standards** – A county-wide system that meets or exceeds current industry standards and is continuously improved to adapt to evolving technology and needs
5. **Equity** – Equitable access to the E-911 system by all communities and individuals, recognizing and addressing the obstacles faced by specific groups.
6. **Secure, Resilient & Survivable** – A county-wide system that is secure, resilient, and survivable

D. Roles

Reflective of National Best Practices⁴, the existing roles of the E-911 Program Office and Public Safety Answering Points (PSAPs) are outlined below.

- Oversight
 - The King County Council has ultimate authority over the Regional E-911 System.⁵
 - The Regional Policy Committee considers regional issues referred from the County Council and makes recommendations back to the Council.
 - The King County Executive oversees County operations, including the E-911 Program Office that is within the Department of Executive Services. The Executive also refers legislation to Council and provides final signature (or veto) to legislation.
- Functions
 - E-911 Program Office provides E-911 routing network
 - PSAPs interrogate callers and dispatch assistance
- Governance
 - E-911 Program Office is within the County's Department of Executive Services, and reports to both the King County Executive and Council
 - PSAPs are within and governed by local stakeholders
- Funding
 - E-911 Program Office is supported by dedicated excise taxes
 - E-911 Program Office distributes a portion of excise taxes to PSAPs
 - Most PSAP costs are borne by the PSAP stakeholders

As noted in Section 4E, questions and issues for the strategic plan include regional E-911 governance, with organization chart, decision structure oversight, accountability, and responsibility. The evolving number and configuration of PSAPs is not part of the strategic planning process. Being locally governed and largely locally funded, the number and configuration of PSAPs is an ongoing process of local decisions by individual PSAPs and/or groups of PSAPs. The strategic plan will not include a top-down PSAP consolidation.

⁴ According to Federal Communications Commission Task Force on Optimal PSAP Architecture, January 29, 2016, "NG9-1-1- architecture can be customized to support almost any configuration of PSAP operations" (p. 24). "NG9-1-1-[sic] systems require that shared services networked across multiple PSAPs meet a series of well-defined conventional criteria. However, such criteria should be established by a state or regional governing body and include decision analysis, cost effectiveness, budgetary constraints and priorities, accountability, and a well -defined governance structure, subject to external audits and contractual obligations. Indeed, it is crucial that PSAP and first responder operational decisions remain at the local level" p. 27. – The King County E-911 Scoping Committee expects the Strategic Planning process to explore this topic further.

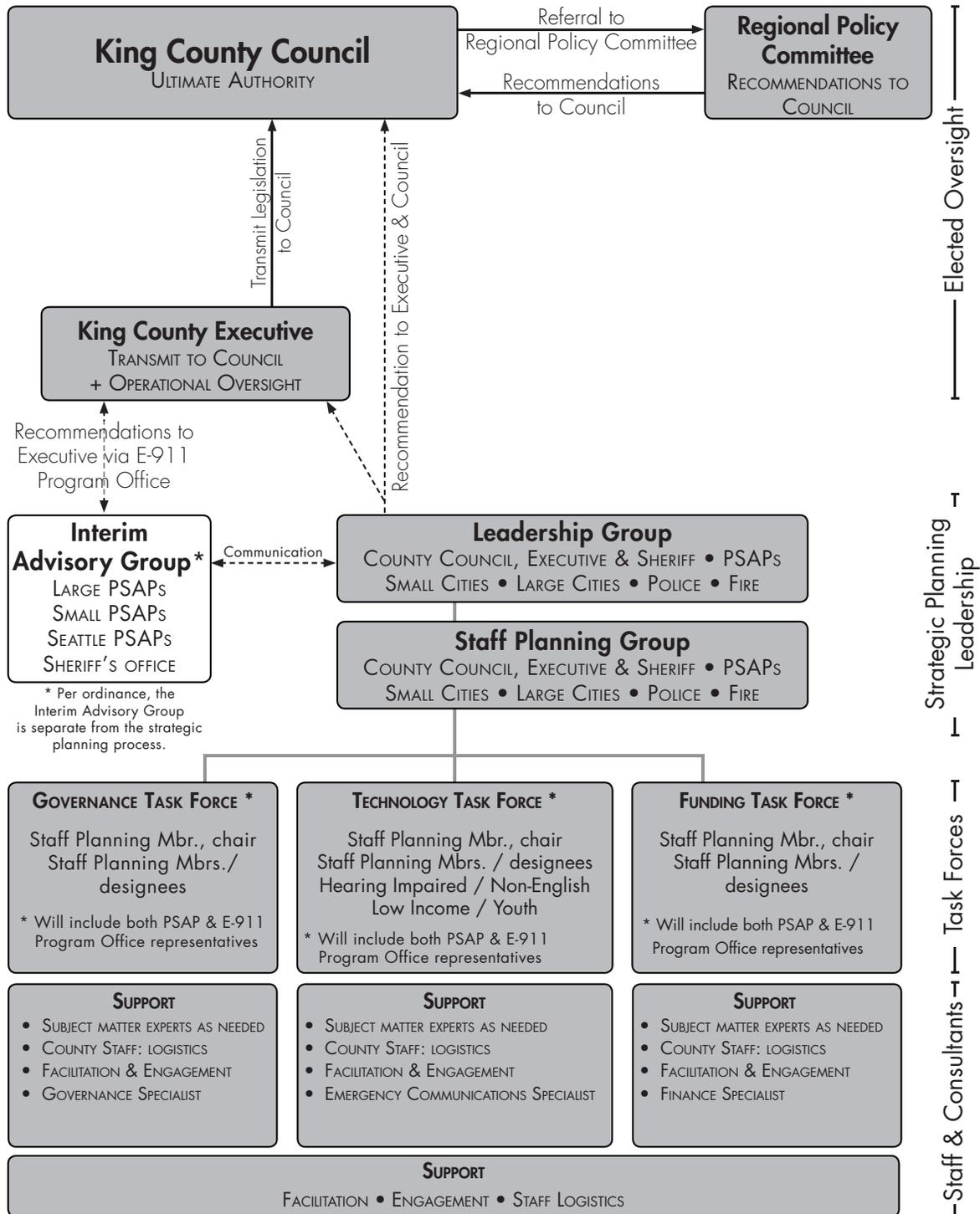
⁵ See e.g., RCW 38.52.510 and RCW 82.14B.020.

4 – Strategic Plan Scope

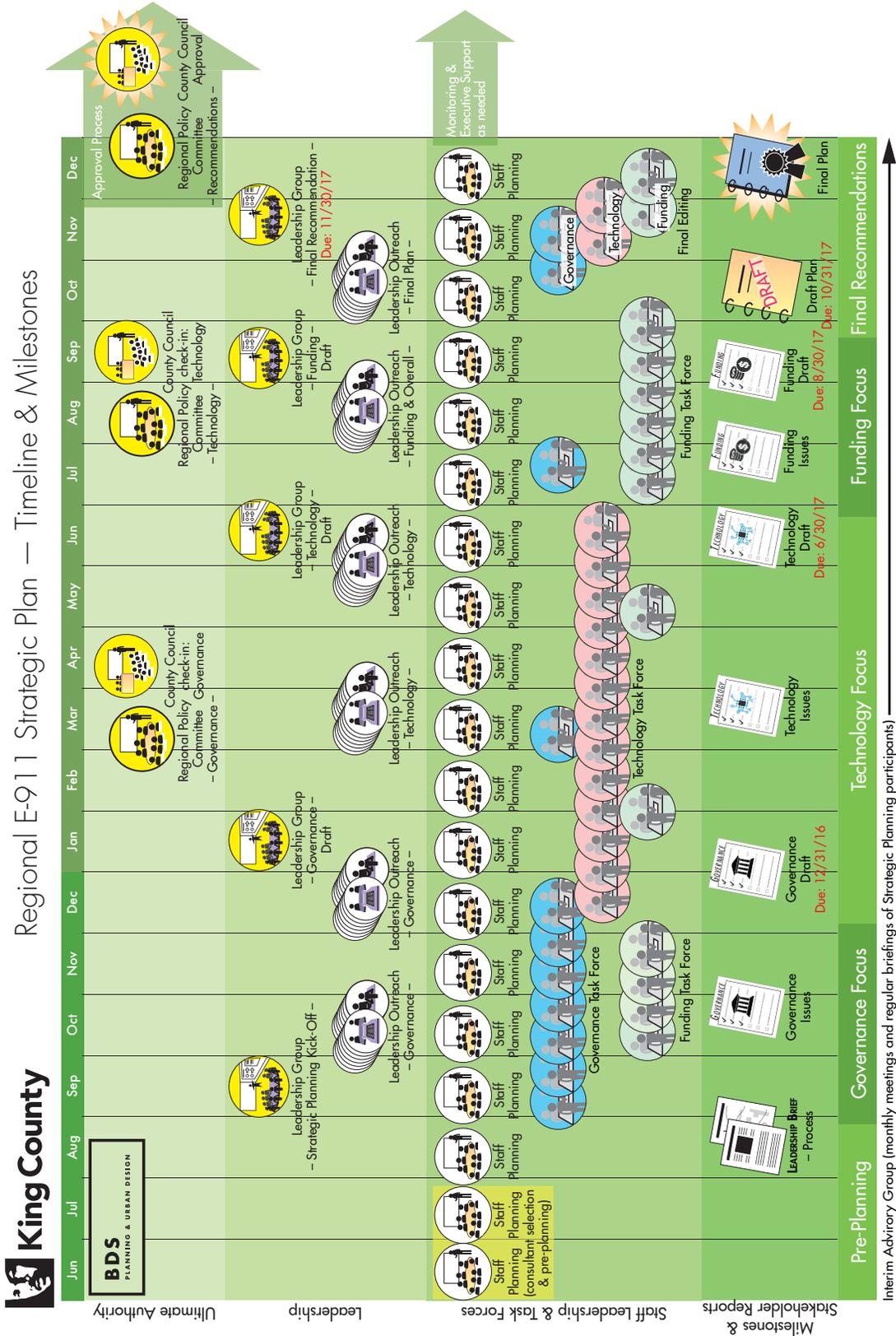
The following pages outline the organizational structure; timeline and milestones; stakeholder reporting; work groups and teams; and key questions and issues for strategic planning.

A. Organizational Structure

King County Regional E-911 Strategic Planning Structure



B. Timeline & Milestones



C. Stakeholder Reporting

The King County Regional E-911 Strategic Planning process will be transparent and inclusive. Most materials will be distributed to interested parties, and available electronically to anyone who is interested. At the same time, due to the sensitive nature of emergency communications, there may be information of secure, confidential, and/or proprietary nature that will be redacted before distribution.

The strategic planning process will include regular one-on-one briefings between the project's Leadership Group and Staff Planning Group. The process will also include regular briefings by the Interim Advisory Group to strategic planning participants. It will also be helpful to project coordination that many individuals will serve on several of the groups illustrated on the organization chart.

At minimum, interim reports to project stakeholders will include:

1. **Strategic Planning Process.** This briefing document for the Leadership Group's September meeting will outline the strategic planning process, with key milestones and dates.
2. **Governance Issues.** This briefing document will outline key governance issues and options to be resolved during the process. It will be used to stimulate discussion and deliberation.
3. **Draft Governance Recommendations.** The Governance Task Force will draft preliminary recommendations for discussion and feedback by the Staff Planning Group and Leadership Group. This preliminary document will provide guidance for technology and finance discussion, and be modified later in response to those discussions. Due: 12/31/16.
4. **Technology Issues.** This briefing document will outline key technology issues and options to be resolved during the process. It will be used to stimulate discussion and deliberation.
5. **Draft Technology Recommendations.** The Technology Task Force will draft preliminary recommendations for discussion and feedback by the Staff Planning Group and Leadership Group. This preliminary document will provide guidance for finance discussion, and be modified later in response to those discussions. Due: 6/30/17.
6. **Finance Issues.** This briefing document will outline key finance issues and options to be resolved during the process. It will be used to stimulate discussion and deliberation.
7. **Draft Finances Recommendations.** The Finance Task Force will draft preliminary recommendations for discussion and feedback by the Staff Planning Group and Leadership Group. This preliminary document will initiate review and alignment of all Task Force recommendations in advance of a full draft strategic plan. Due: 9/30/17.
8. **Draft Strategic Plan.** The Staff Planning Group will recommend a full draft of the Strategic Plan to the Leadership Group for discussion and feedback. Due: 10/31/17.
9. **Final Strategic Plan.** The Leadership Group will forward the final King County Regional E-911 Strategic Plan to the County Executive and Council. Due: 12/31/17.

D. Work Groups & Teams for Strategic Plan

Leadership Group

Charge

The Leadership Group will recommend a Strategic Plan to the King County Executive and King County Council.

Composition

To be appointed by the County Executive; and confirmed by the County Council - no alternates will be allowed.

King County Council	3
Seattle City Council	2
Sound Cities	3
Bellevue Council	1
Fire District	1
King County Sheriff	1
King County Executive	1
Big PSAPs	1
Small PSAPs	1
Seattle PSAPs	1
E-911 Program Office (ex-officio; non-voting)	0
	15

Timing

This group will hold approximately 5 meetings between September 2016 and December 2017.

Meetings

Open meetings, but not formally noticed and without public testimony.

Decisions

Decisions will be by consensus as much as possible. Absent consensus, decisions can be made by a vote of 80% of those members present at the meeting.

Outreach

Input will be provided by the Staff Planning Group and Task Forces, as well as regular one-on-one check-ins throughout the process.

Support

- King County staff for logistics
- Facilitation / leadership outreach consultant

Staff Planning Group

Charge

The Staff Planning Group will support the Leadership Group by preparing recommendations and/or decision options for each of the Key Questions for Strategic Planning. The group will meet approximately monthly throughout the Strategic Planning process, including supervising the work of content Task Forces.

Composition

To be appointed by the County Executive; and confirmed by the County Council - no alternates will be allowed.

One representative each for each Leadership Group constituency:

King County Council	1
Seattle City Council	1
Sound Cities	1
Bellevue Council	1
Fire District	1
King County Sheriff	1
King County Executive	1
Big PSAPs	1
Small PSAPs	1
Seattle PSAPs	1
E-911 Program Office (full member)	1
	11

Timing

The Staff Planning Group will meet approximately monthly between June 2016 and December 2017, totaling about 18 meetings total.

Meetings

Open meetings, but not formally noticed and without public testimony.

Decisions

Decisions will be by consensus as much as possible. Absent consensus, the Staff Planning Group will refer options to the Leadership Group for deliberation and guidance.

Outreach

Input through content Task Forces, stakeholders, and substance experts as needed, as well as regular one-on-one check-ins with Leadership Group members throughout the process.

Support

- o King County staff for logistics
- o Facilitation / leadership outreach consultant

Governance Task Force

Charge

Research, deliberate, and recommend a governance structure for the Regional E-911 System, including how the Regional E-911 system will integrate with the state E-911 system and local E-911 dispatch services.

Composition (appointed by Staff Planning Group)

- Chair - from Staff Planning Group
- Staff Planning Group members or designees *

* Will include PSAP and E-911 Program office representatives. Task Force membership will be limited to members of the Staff Planning Group or their designees (up to one designee each). This means up to 11 members.

Support

- Stakeholders and substance experts as needed
- King County staff for logistics
- Facilitation / leadership outreach consultant
- Best practices/research consultant
- Emergency communications specialist, with regional governance expertise as consultant

Participation Requirements

The Governance Task Force members should be authorized representatives of Leadership constituencies, and make a commitment to attendance.

Timing

The group will meet frequently in the fall of 2016, periodically in winter/spring 2017, and frequently for a few weeks in the summer of 2017. Probably 6-8 meetings in all, but potentially more.

Decisions

Task Forces will make decisions by consensus; in the absence of consensus the Task Force will refer options to the Staff Planning Group for a decision.

Meetings

Open meetings, but not formally noticed and without public testimony.

Outreach

Task Forces will be in continuous communication with the Staff Planning Group and provide information for one-on-one check-ins with Leadership Group members throughout the process.

Technology Task Force

Charge

Research, deliberate, and recommend a 10-year Technology Investment Strategy for the Regional E-911 System.

Composition (appointed by Staff Planning Group)

- Chair - from Staff Planning Group
- Staff Planning Group members or designees *
- Hearing Impaired / Non-English / Low-income / Youth representatives *

* Will include PSAP and E-911 Program office representatives. Task Force membership will be limited to members of the Staff Planning Group or their designees (up to one designee each), plus representatives of special needs groups listed above. This means up to 11 members plus special needs representatives.

Support

- Stakeholders and substance experts as needed
- King County staff for logistics
- Facilitation consultant
- Emergency communications technology consultant(s)

Participation Requirements

Technology Task Force members should have knowledge of and stature to speak for constituent needs and make a commitment to attendance.

Timing

The group will meet periodically in late-summer / early-fall 2016; frequently late-fall 2016 through spring 2017, periodically in summer, and frequently for a few weeks in the fall of 2017. Probably 10-12 meetings in all, but potentially more.

Decisions

Task Forces will make decisions by consensus; in the absence of consensus the Task Force will refer options to the Staff Planning Group for a decision.

Meetings

Open meetings, but not formally noticed and without public testimony. This Task Force may need to close some meetings when topics of secure or sensitive nature are to be discussed.

Outreach

Task Forces will be in continuous communication with the Staff Planning Group and provide information for one-on-one check-ins with Leadership Group members throughout the process. Consideration on technology issues will be given to organizations and communities with specific needs and/or interests.

Finance Task Force*Charge*

Research, deliberate, and recommend a 10-year Sustainable Financial Plan for the Regional E-911 System.

Composition (appointed by Staff Planning Group)

- Chair - from Staff Planning Group
- Staff Planning Group members or designees *

* Will include PSAP and E-911 Program office representatives. Task Force membership will be limited to members of the Staff Planning Group or their designees (up to one designee each). This means up to 11 members.

Support

- Stakeholders and substance experts as needed
- King County staff for logistics
- Facilitation / leadership outreach consultant
- Best practices/research consultant
- Finance consultant (as needed)

Participation Requirements

Finance Task Force members should be authorized representatives of Leadership Group constituencies, and make a commitment to attendance.

Timing

The group will meet periodically from fall 2016 through spring 2017, and frequently in summer/fall 2017. Probably 6-8 meetings in all, but potentially more.

Decisions

Task Forces will make decisions by consensus; in the absence of consensus the Task Force will refer options to the Staff Planning Group for a decision.

Meetings

Open meetings, but not formally noticed and without public testimony.

Outreach

Task Forces will be in continuous communication with the Staff Planning Group and provide information for one-on-one check-ins with Leadership Group members throughout the process.

Stakeholders for Strategic Planning process

Group – Role

County Council	Governance: Ultimate Authority
Regional Policy Committee	Governance: Recommendations to Council
County Executive	All Areas: Management of operations; referral to Council
Program Office	All Areas: Regional System operations
PSAPs	All Areas: Connection to System; Interrogation; Dispatch
Cities	Operations / Finance: Deployment / PSAP funding
Special Districts	Operations / Finance: Deployment / PSAP funding
State	Operations / Finance: Routing / Excise tax collection
Hearing impaired	Information & Input: Special needs
Non-English speakers	Information & Input: Special needs
Low-income	Information & Input: Special needs
Youth	Information & Input: Special needs
Public	Information & Input

Support for Strategic Planning process

Group – Role

County staff	Logistics
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Consultants (as needed)

Type – Role – Timing

Facilitator / Process Manager (local)	Facilitation of Leadership Group; Staff Planning Group; Task Forces	Q3 2016 - Q4 2017 (hire ASAP)
Leadership Outreach (local)	One-on-one engagement of leadership	Q3 2016 - Q4 2017 (hire ASAP)
Governance (national)	Best practices; recommendations	Q3-Q4 2016 + (maybe) Q3 2017 (hire ASAP)
Technology (national)	Best practices; recommendations	Q3 2016 - Q3 2017 (hire by September 2016)
Finance (national)	Best practices; recommendations	Q3 2017 - Q4 2017 (hire by Q2 2017)

E. Questions and Issues to be addressed during Strategic Planning

Integrate with State System & Local Responsibilities

These questions are included under Governance and Technology

Decision-making or Governance Structure

Define an ongoing decision-making or governance structure for the Regional E-911 System, including organization chart; decision structure; accountability; responsibility; and conflict resolution process.

Governance Goals (based on Guiding Principles):

- Equity - especially regional equity
- Transparency
- Project Management Principles
- Collaboration
- Predictability
- Fiscal responsibility
- Financial sustainability
- Cost effective
- Performance metrics
- Continuous improvement (e.g., Lean and Lean/Six Sigma Management)
- Public accountability
- Consensus

Best Practices Questions (inputs to support strategic planning decisions):

- What are others doing for governance of regional E-911 systems with multiple operating groups?

Baseline Questions (inputs to support strategic planning decisions):

- What is the current governance structure (organization chart; decision structure oversight; accountability; responsibility, conflict resolution process)?
- What are the governance lessons from the 2015 King County Auditor's report on E-911 operations?

Strategic Governance Questions (to be answered during strategic planning to guide future action):

- G1. What is the definition of the King County Regional E-911 System?
- G2. What is the management structure for the King County Regional E-911 System, in terms of authority, oversight, operations, accountability, responsibility, and performance monitoring?
- G3. What is the major decision-making structure for the King County Regional E-911 System, including process management, research, input, and authority?
- G4. What is the conflict resolution process for the King County Regional E-911 System?
- G5. What is the stakeholder engagement structure for the King County Regional E-911 System, including input into decisions, reporting, and performance monitoring?

Off the Table:

- The evolving number and configuration of Public Safety Answering Points (that are locally governed and largely locally funded) is an ongoing process of local decisions by individual PSAPS and/or groups of PSAPs. This plan will not include a top-down PSAP consolidation.

10-year Technology Investment Strategy

Determine a King County technology standard that is based on national models and local expectations, as well as a 10-year technology investment strategy to stay current with new models.

Technology Goals (based on Guiding Principles):

- No request lost
- Scalability
- Inter-operability
- Operational impact (tie to technology investment)
- Flexible
 - Open source versus proprietary
 - Leverage existing investments
 - Commercial Off The Shelf Software (COTS) versus custom software
- Seamless system-wide technology (limit transfers)
- Survivability: resilient, redundant, secure, and geographically diverse, including disaster planning drills

Best Practices Questions (inputs to support strategic planning decisions):

- Manage, review and implement in alignment with national standards and best practices (i.e. (e.g. NENA, APCO, CALEA, PMP, FCC, USDOT, NFPA))
- Comprehensive review of case studies.

Baseline Questions (inputs to support strategic planning decisions):

- What relevant technology is in use within the King County Regional E-911 System now?
- What are the technology lessons from the 2015 King County Auditor's report on E-911 operations?

Strategic Technology Questions (to be answered during strategic planning to guide future action):

- T1. What is the technology vision for the King County Regional E-911 System, in terms of the technology's purpose, evolution, and investment approach?
- T2. What are the technology requirements for integrating with the state's E-911 system, and for local jurisdictions to connect to the regional E-911 system?
- T3. What is the ongoing decision process for technology investments, including options, tradeoffs, priorities, budgets, and schedules?
- T4. What are the ongoing performance metrics for technology in the King County Regional E-911 System, including the performance of the system, vendors, and local partners?
- T5. What are the security requirements for the King County Regional E-911 System, including protection of the system, individual privacy, and proprietary information?

Off the Table:

- Nothing

10-year Sustainable Financial Plan:

Establish a 10-year sustainable financial plan that is in line with national best practices, local expectations, and realistic funding projections.

Finance Goals (based on Guiding Principles):

- Equity
- Transparency - full disclosure in reporting how funds are spent
- Advocacy - especially advocacy for additional resources
- Fiscal responsibility - most effective and efficient use of fiscal resources
- Financial sustainability
- Cost effective
- Standards
- Performance metrics
- Risk Management & Reserve Policy (inclusive of potential for a catastrophic event)

Best Practices Questions (inputs to support strategic planning decisions):

- What are cities, counties, PSAPs doing with respect to financial management and reporting (case studies)?
- How is workload and performance measured?
- How are funds collected, budgeted, prioritized and distributed?

Baseline Questions (inputs to support strategic planning decisions):

- How is funding distributed now?
- What are projections for future funding?
- What are the financial lessons from the 2015 King County Auditor's report on E-911 operations?

Strategic Finance Questions (to be answered during strategic planning to guide future action):

- F1. What are the procedures and processes for forecasting, reporting, auditing, and operations related to King County Regional E-911 System revenue and expenditures?
- F2. What are the funding needs and revenue strategies for the King County Regional E-911 System, including NG911 upgrades and keeping the system up to date over time?
- F3. What are the stakeholder reporting requirements related to the King County Regional E-911 System finances, including revenue, expenditures, efficiency, and effectiveness?
- F4. What are the investment management policies for the King County Regional E-911 System related to forecasting, investments, reserves, and contingencies?

Off the Table:

- None so far

Appendix of Initial Questions and Issues (to be used as a starting point)

The King County Regional E-911 Scoping Committee (Leadership Group and Project Coordination Team) brainstormed the following questions during the scoping process. They informed the Strategic Questions in the previous section, and are included here as a reminder and reference during strategic planning.

Decision-making or Governance Structure

Stakeholders

- Who are the stakeholders in the E-911 system?
- What options are there for involving all relevant stakeholders in Governance
- How do we ensure regional equity?

Decisions

- Who makes - and who informs - the decisions about the Regional E-911 routing system, i.e., the system operated by the Program Office to route 911 calls to the correct PSAP?
- Who makes decisions about funding distribution (short-term and ongoing)?
- What is the ongoing decision-making structure for keeping the Regional E-911 system current?
- Who makes the decisions about the minimum threshold required of PSAPs to connect to the Regional E-911 system? How often do these decisions need to be made?

Oversight & Monitoring

- What are regional E-911 governance options based on national surveys of similar oversight authorities and other similar models whether locally or nationally (organization chart; decision structure oversight; accountability; responsibility, conflict resolution process)?
- Who sets budget policy, approves the long-term technology work plans?
- How are disputes or differences of opinion resolved?
- How will use of resources be monitored over time?

Operations

- What are the legalities surrounding governance in regard to the RCWs?
- How do decision-makers stay informed and provide oversight on strategic plan implementation, and ensure accountability for programs projects, finances, technology and other areas of performance?
- How is liability for actions protected?
- How do we ensure ongoing collaboration, plus open and regular communication?

10-year Technology Investment Strategy

Decisions

- How are the options, risks, pros, cons, and costs of proposed projects evaluated?
- How are projects prioritized to determine how projects rank in terms of priority for both funding and implementation?

Operations

- What vendor performance metrics should be used and how should vendors be managed/overseen? (Vendors of products may not Manage Projects - violation of PMP standards)
- How will we assure Technology vendor-neutral approach?
- What is the purpose for which technology is intended?
- How do we ensure efficient routing, minimizing transfers, and directing calls (and funding) to the appropriate PSAP?

- How is ownership of data/intellectual property handled particularly with responses to public disclosure requests?
- What are the guidelines for encouraging development and leveraging of shared technology?
- What core services should technology provide?
- How should we address social media and email requests for services?

Budgeting

- How is the Technology Budget established including needs analysis, funding availability, priority?
- How are Technology projects budgeted in terms of using funds such as Capitol Projects, Equipment Replacement, Emergency/Contingency Funds, etc.?
- Which technology should be paid for by the E-911 excise taxes pay for? (Where do other funding sources come in?) What are the legal limitations regarding the use the E-911 excise tax?

Requirements

- What are the minimum technology requirements of system participants?
- What are the requirements for integrating with the state's E-911 system?
- What are the responsibilities of local jurisdictions in their delivery of E-911 dispatch services?

10-year Sustainable Financial Plan:

Process

- What are the procedures, policies and processes for forecasting, reporting, auditing and operations related to revenue and expenditures overall?
- How do we ensure periodic reports on performance metrics?

Efficiency

- How shared services, resources and shared strategies can be implemented to effectively implement NG-911 and other 911-related technology?
- How is effectiveness and efficiency at all levels encouraged, rewarded and implemented throughout the entire E-911 system?
 - Equitable, efficient, and standards-based funding distribution plan
 - What are the legal or other limitations related to use of E-911 funds?
- Can the E911 Program Office partner on other County and local government projects to cut costs?

Budgeting

- What total funds will be needed to achieve strategic goals and initiatives, maintain operations and assure system is reliable and redundant?
 - What are the potential sources for funds?
 - Sensitivity analysis in funding forecast
 - 10-year timeline including funding cycles (a rolling plan that is evolving and kept up-to-date)
- How do we consider all finances and costs (not just technology)?

Investments

- What are the financial reporting protocols, audit schedule, performance metrics that will assure transparency, accountability and clean audits?
- What are the proactive investment strategies in terms of accomplishing strategic goals, updating and refreshing technology, and assuring capacity to handle all risks and contingencies?
- What are the current policies on reserves and what reserves exist in whatever form?
- How is risk assessed and funding set aside for contingencies (e.g. reserves)?



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

October 27, 2015

Ordinance 18139

Proposed No. 2015-0403.1

Sponsors von Reichbauer, Hague, Lambert,
Dembowski, McDermott, Dunn and Phillips

1 AN ORDINANCE establishing a planning framework to
2 define the process to develop a King County regional 911
3 strategic plan.

4 STATEMENT OF FACTS:

5 1. King County's E-911 system is delivered through two integrated functions:

6 a. The regional systems, infrastructure and databases to route 911 calls, which is
7 delivered through King County E-911 program office; and

8 b. The dispatch of resources from the police, fire or emergency service agencies,
9 or any combination thereof, which is delivered through public safety answer
10 points ("PSAPs") as determined by local jurisdictions.

11 2. The King County E-911 system is funded by E-911 excise taxes
12 throughout the county and local PSAP funding.

13 3. King County distributes a portion of the E-911 excise tax to the local
14 PSAPs to support technology investments and impacts relative to call
15 routing; however, the majority of PSAP funding is provided by their
16 jurisdictions and contract agencies through sources other than the E-911
17 excise tax.

18 4. Stewardship of the E-911 system and excise taxes requires balancing of
19 the regional role of the E-911 program office with the role and

20 responsibility of the local PSAPs to ensure that E-911 service is provided
21 throughout the county.

22 5. The King County E-911 system is facing a number of financial,
23 strategic and technological challenges with the implementation of the Next
24 Generation E-911 technology.

25 6. The King County council desires to establish, in partnership between
26 the King County E-911 program office and the PSAPs, a King County E-
27 911 strategic plan that will:

28 a. Collaboratively identify the priorities of the King County E-911
29 system;

30 b. Guide the ongoing processes for decision making, funding and
31 implementing those priorities; and

32 c. Mutually respect the county's regional and PSAPs' local roles and
33 responsibilities within the system.

34 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

35 SECTION 1. A. The King County E-911 strategic plan scoping committee,
36 consisting of a leadership group and a project coordination team, is hereby established.

37 B. The committee's purpose is to recommend a strategic planning process report
38 by May 31, 2016. The report shall be filed in the form of a paper original and an
39 electronic copy with the clerk of the council who shall retain the original and provide an
40 electronic copy to all councilmembers, members of the regional policy committee, the
41 executive and the policy staff director. If the committee does not transmit the report by
42 May 31, 2016, the executive is requested to transmit a report, meeting the criteria defined

43 in this section, by August 30, 2016. If the executive is filing a report, the report shall be
44 filed in the form of a paper original and an electronic copy with the clerk of the council,
45 who shall retain the original and provide an electronic copy to all councilmembers and
46 members of the regional policy committee and the policy staff director.

47 C. The report shall recommend a collaborative process to develop a King County
48 E-911 strategic plan to address priorities for the regional portions of the King County E-
49 911 system and guide the ongoing process for decision making, funding and
50 implementing those priorities, including:

- 51 1. The organizational structure for the strategic planning process;
- 52 2. A timeline and milestones for completion of the plan;
- 53 3. A regular reporting process to project stakeholders;
- 54 4. A recommended work group or groups and team or teams, or any
55 combination thereof; and
- 56 5. Other issues as identified by the committee.

57 D. The report shall define the roles, shared vision and measurable goals of the
58 regional King County E-911 system that is reflective of national best practices. In
59 addition, the report shall also, at a minimum, address the planning processes and
60 questions needed to:

- 61 1. Integrate with the state's E911 system and the responsibilities of local
62 jurisdictions in their delivery of E-911 dispatch services;
- 63 2. Develop a ten-year technology investment strategy for the regional King
64 County E-911 system with tactics and a process for adapting to evolving technology and
65 service conditions;

66 3. Develop a ten-year sustainable financial plan for the regional King County E-
67 911 system with tactics and a process for adapting to evolving financial conditions; and

68 4. Define an ongoing decision making or governance structure for implementing
69 and achieving the vision and goals of the regional King County E-911 system, including
70 a conflict resolution process.

71 SECTION 2.

72 A. The leadership group of the E-911 strategic plan scoping committee will
73 finalize the recommendations to be included in the report. These recommendations shall
74 be made by consensus, to the extent possible. In the absence of consensus, each member
75 shall have one vote unless otherwise noted in this section.

76 The leadership group shall consist of:

77 1. Three King County councilmembers, consisting of the chair of the budget and
78 fiscal management committee, the chair of the law, justice and emergency management
79 committee and the council vice chair of regional coordination, or their successors;

80 2. Two city of Seattle councilmembers, recommended by the city of Seattle;

81 3. Three elected officials recommended by the Sound Cities Association;

82 4. One Bellevue councilmember, recommended by the city of Bellevue;

83 5. One fire district elected commissioner designated by the King County

84 Council in the appointing motion;

85 6. The King County sheriff;

86 7. The King County executive;

87 8. One representative of public safety answering points ("PSAPs")

88 recommended by Valley Communications and NORCOM;

89 9. One representative of the PSAPs recommended by the city of Bothell, city of
90 Enumclaw, city of Issaquah, Port of Seattle, city of Redmond, University of Washington
91 and Washington State Patrol;

92 10. One representative of the PSAPs recommended by the city of Seattle; and

93 11. One representative of the E-911 program office, recommended by the
94 executive, to be the nonvoting ex officio member and technical advisor to all committee
95 deliberations.

96 B. The council shall appoint the members of the leadership group by motion.
97 Within 14 days of the effective date of this ordinance the recommending agencies shall
98 transmit an electronic copy of their appointment recommendations to the clerk of the
99 Council, who shall retain the original and provide an electronic copy to the chair of the
100 Council. In the appointment of leadership group members, the King County council
101 should strive to balance the geographic distribution of members, including specific
102 representation for the unincorporated areas of King County.

103 C. The leadership group shall transmit a progress report to the King County
104 council by March 31, 2016, identifying the committee's decisions to date and work
105 remaining before completion of the strategic planning process report. The report shall be
106 filed in the form of a paper original and an electronic copy with the clerk of the council,
107 who shall retain the original and provide an electronic copy to all councilmembers and
108 members of the regional policy committee and the policy staff director or the policy staff
109 director's successor.

110 SECTION 3. A. The project coordination team of the E-911 strategic plan
111 scoping committee shall:

112 1. Develop options related to or recommendations for items on the leadership
113 group's agendas;

114 2. Provide recommendations to the King County executive regarding scopes of
115 work, requests for proposals and selection of consultants to support the E-911 scoping,
116 strategic planning and interim advisory committee processes; and

117 3. Develop draft agendas, review materials and identify the resources needed to
118 support leadership group deliberations.

119 B. The project coordinating team shall make recommendations by consensus, to
120 the extent possible. When consensus cannot be achieved, then options shall be identified
121 and transmitted to the leadership group. In the absence of consensus, decisions shall be
122 made by majority vote. The members of the project coordination team and their voting
123 authority shall consist of staff recommended by their respective organizations, including:

124 1. One representative of the PSAPs operated by Valley Communications and
125 NORCOM;

126 2. One representative of the PSAPs operated by the city of Bothell, city of
127 Enumclaw, city of Issaquah, Port of Seattle, city of Redmond, University of Washington
128 and Washington State Patrol;

129 3. One representative of the PSAPs operated by the city of Seattle;

130 4. One representative of the PSAPs recommended by the King County sheriff;

131 5. One representative of the King County council; and

132 6. One representative of the King County E-911 program office recommended
133 by the King County executive.

134 C. The council shall appoint the members of the project coordination team by
135 motion. Within 14 days of the effective date of this ordinance the recommending
136 agencies shall transmit an electronic copy of their appointment recommendations to the
137 clerk of the Council, who shall retain the original and provide an electronic copy to the
138 chair of the Council.

139 SECTION 4. A. The King County interim E-911 advisory group is hereby
140 established. The advisory group's purpose is to advise and consult with the King County
141 E-911 program office regarding technology, financial and system operational issues until
142 completion of the E-911 strategic plan and implementation of an ongoing decision making
143 and/or governance system. The advisory group shall provide comment and
144 recommendations on the county's E-911 program office 2017-2018 budget proposal and
145 financial, capital, operating, technology, and other issues as they emerge associated with
146 the regional King County E-911 system, but shall not provide recommendations
147 regarding the day-to-day operational issues of the E-911 program office. The advisory
148 group may create subcommittees, working groups, or both, as needed. The advisory
149 group's recommendations shall be made by consensus to the extent possible. In the
150 absence of consensus, decisions will be made by majority vote. The members of the
151 advisory group and their respective voting authority shall consist of staff designated by
152 their respective organizations, including:

153 1. One representative from the King County E-911 program office shall serve in
154 a nonvoting capacity;

155 2. One representative of the PSAPs operated by Valley Communications and
156 NORCOM may exercise one vote;

157 3. One representative of the PSAPs operated by the city of Bothell, city of
158 Enumclaw, city of Issaquah, Port of Seattle, city of Redmond, University of Washington
159 and Washington State Patrol may exercise one vote;

160 4. One representative of the PSAPs operated by the city of Seattle may exercise
161 one vote;

162 5. One representative of the PSAP operated by the King County sheriff may
163 exercise one vote;

164 6. Each PSAP without a designated voting member may designate a nonvoting
165 member.

166 B. The King County executive shall provide written notice including rationale for
167 the actions to the advisory group and the King County council prior to the next scheduled
168 meeting of the advisory group implementing any actions contrary to an advisory group-
169 voted recommendation or impasse. The notice shall be filed in the form of a paper
170 original and an electronic copy with the clerk of the council, who shall retain the original
171 and provide an electronic copy to all councilmembers and members of the regional policy
172 committee and the policy staff director.

173 C. This advisory group shall remain in effect until an ordinance is enacted
174 repealing this section.

175 SECTION 5. A. The strategic plan scoping committee shall be supported by a
176 nonvoting project manager designated by the executive and an independent professional
177 facilitator who is not an employee of King County or any of the PSAPs. The facilitator
178 shall present recommendations and options from the project coordination team and
179 provide a fair representation of the project coordination team's deliberations.

180 B. The strategic plan scoping committee may also be supported by an
181 independent technical advisor who has expertise in national emergency number
182 association standards for governance, Next Generation E-911 technology and PSAP
183 operations, national, state and regional authorities such as the Federal Communications
184 Commission, and the Association of Public-Safety Communications Officials
185 International.

186 C. The strategic plan scoping committee may request that the executive retain
187 other persons or organizations with additional subject matter expertise, as needed, which
188 may include a strategic planning advisor or other persons.

189 D. The independent facilitator, independent technical advisor, or other resources
190 per Section 5.C. requested to support the scoping committee shall be retained under
191 contract by the executive, as recommended by the project coordination team and through
192 the county procurement process.

193 SECTION 6. For the purposes of this ordinance, "consensus" means a decision
194 that all members can generally support, even if it is not the preferred or specific choice of

195 an individual member or members. For all groups with consensus voting established in
196 this ordinance, any voting member may reject consensus and require a vote.

197

Ordinance 18139 was introduced on 10/12/2015 and passed by the Metropolitan King
County Council on 10/26/2015, by the following vote:

Yes: 9 - Mr. Phillips, Mr. von Reichbauer, Mr. Gossett, Ms. Hague,
Ms. Lambert, Mr. Dunn, Mr. McDermott, Mr. Dembowski and Mr.
Upthegrove
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON


Larry Phillips, Chair

ATTEST:


Anne Noris, Clerk of the Council

RECEIVED
2015 OCT 30 AM 9:35
CLERK
KING COUNTY COUNCIL

APPROVED this 28 day of OCTOBER, 2015.



Dow Constantine, County Executive

Attachments: None