



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

November 24, 2008

Ordinance 16308

Proposed No. 2008-0549.2

Sponsors Hague, Gossett, Constantine,
Ferguson, Patterson, Lambert and
Dunn

1 AN ORDINANCE creating the office of strategic planning
2 and performance management in support of the
3 performance and accountability act; amending Ordinance
4 11980, Section 2, as amended, and K.C.C. 2.10.010,
5 amending Ordinance 11980, Section 3, as amended, and
6 K.C.C. 2.10.010, amending Ordinance 12075, Section 3, as
7 amended, and K.C.C. 2.16.025, Ordinance 16202, Section
8 6, and K.C.C. 2.10.XXX, Ordinance 16202, Section 10,
9 and K.C.C. 2.10.XXX, Ordinance 16202, Section 11, and
10 K.C.C. 2.10.XXX and Ordinance 12076, Section 5, as
11 amended, and K.C.C. 4.04. 200 and repealing Ordinance
12 16202, Section 3, and K.C.C. 2.10.XXX.

13

14 PREAMBLE:

15 On July 18, 2008, the King County performance and accountability
16 act, was signed into law by the King County executive. To
17 maximize the value citizens receive for their tax dollars, county

18 government must continuously improve its management and
19 accountability. To implement the performance and accountability
20 act along with other strategic policy and planning duties, the office
21 of strategic planning and performance management is created
22 through the reorganization of the King County executive offices.
23 The office of strategic planning and performance management
24 reorganizes the work of management analysis and planning;
25 economic development and business relations; and performance
26 management into three integrated functions managed by one office
27 with a broader set of responsibilities but with fewer staff. The
28 creation of this office recognizes the financial challenges of King
29 County and generates efficiencies through the combination of
30 reduced resources while expanding the duties and responsibilities
31 to be undertaken to meet the intent of the act. This reconfiguration
32 of functions and associated staff will provide for a comprehensive,
33 multidisciplinary approach to leverage limited county resources
34 and maximize opportunities for policy and service coordination
35 and collaboration across county government that is both more
36 effective and efficient.

37 The purpose of the office is to facilitate strategic planning,
38 innovation, sustainability and accountability across county
39 government. The office will provide leadership in and
40 coordination of countywide strategic planning and performance

41 management as required by the performance and accountability
42 act, growth management planning and economic development.
43 This work encompasses: strategic initiatives and policy
44 development, performance management and measurement; county
45 governance transition efforts including annexation and
46 incorporation; regional growth management planning and
47 evaluation; and urban and rural affairs including community
48 development, economic development, and historical landmark
49 preservation.

50 Functional areas of the office shall include strategic planning and
51 performance management; business relations and economic
52 development; and strategic initiatives and policy development as
53 discussed below.

54 **Performance management and accountability.** Strategic
55 planning and performance management are the cornerstones of
56 effective management and accountability. Activities and
57 responsibilities within this functional area include development of
58 an effective performance management and accountability system
59 designed to enhance government accountability, transparency,
60 service performance and resource allocation. The office shall also
61 undertake performance management activities countywide,
62 strategic and business planning, public reporting on county
63 performance, and managing the executive's KingStat program.

64 Together, this integrated management system will help to identify
65 the county's future direction and ensures that county actions are
66 meeting public expectations and deliver high valued services.

67 **Business relations and economic development.** The welfare of
68 every King County resident depends upon a strong, globally-
69 oriented and sustainable economy. The county's comprehensive
70 growth management plan recognizes the importance of a long-term
71 commitment to sustainable economic development, and the office
72 will continue to leverage public-private partnerships with
73 communities, businesses and economic development organizations
74 to promote economic growth in King County and the Puget Sound
75 Region.

76 **Strategic initiatives and policy development.** King County strives to
77 create healthy, livable, economically prosperous, equitable and climate
78 friendly communities for all residents of King County. Creating a
79 sustainable quality of life for all King County residents requires integrated
80 and coordinated strategies across all county service areas. This functional
81 area will provide the linkages between new initiatives and policy
82 directions to program and service delivery by departments and agencies.
83 Activities and responsibilities within this functional area include the
84 coordination of agency and system oriented planning efforts such as
85 operational master plans and initiatives across county departments, offices
86 and agencies and intergovernmental coordination and partnerships.

87 BE IT ORDAINED BY THE COUNCIL OF KING COUNTY:

88 SECTION 1. Ordinance 11980, Section 2, as amended, and K.C.C. 2.10.020 are
89 each hereby amended to read as follows:

90 The definitions in this section apply throughout this chapter unless the context
91 clearly requires otherwise.

92 A. "Accountability" means a process to set priorities, measure performance, and
93 inspire the workforce to improve the overall performance and customer service of county
94 government. County leadership should relentlessly follow up on commitments made in
95 strategic and business plans and should also regularly monitor results over time to verify
96 that change is real and sustainable.

97 B. "Agency" means the legislative branch, prosecuting attorney's office, superior
98 court, district court, sheriff's office and the assessor's office.

99 C. "Benchmarks" means internal or external points of comparison to help
100 understand performance results and should be used to help set targets and provide context
101 for county results.

102 D. "Business plan" means a plan that reflects how individual agencies,
103 departments, divisions or offices will contribute to achievement of the goals identified in
104 the strategic plan during the next one to two years. The business plan provides an
105 opportunity for continuous monitoring of the strategic plan. In addition to stating the
106 agency's vision, mission and goals, the business plans shall identify internal and external
107 change dynamics and strategies and evaluate how they will affect budget priorities and
108 program direction. Business plans should be aligned with the budget and should provide
109 performance measures that support budget decisions.

110 E. "Executive branch departments and offices" means all county departments and
111 offices directly reporting to the county executive.

112 F. "Goals" means the results that the organization plans to achieve within a defined
113 period of time.

114 G. "King County" or "countywide" means all county agencies and executive
115 branch departments and offices.

116 H. "Mission statement" means the purpose of the organization. The purpose shall
117 be described in terms of the outcomes or results the organization intends to achieve.

118 I. "Objectives" means the identification of some of the specific ways in which
119 goals are to be achieved.

120 J. "Operational master plan" means the comprehensive plan for an agency setting
121 forth how the organization will operate now and in the future. An operational master plan
122 builds on an organization's strategic plan and shall include analysis of agency strategies,
123 alternatives and their lifecycle costs to accomplish defined goals and objectives,
124 performance measures, projected workload, needed resources, implementation schedules
125 and general cost estimates. The operational master plan shall also address how the
126 organization will respond in the future to changed conditions. K.C.C. 4.04. 200 requires
127 that an operational master plan is done in conjunction with the directors of the office of
128 management and budget and the office of strategic planning and performance management.
129 The completed operational master plan includes an implementation plan and schedule and
130 feeds into capital planning efforts for an organization.

131 K. "Outcomes" means results that are expected to be achieved and assessed by the
132 use of performance measures that can indicate a rate of change over time. They measure
133 the extent to which goals and objectives have been achieved.

134 L. "Performance management" means the systemic use of performance
135 measurement information to help set performance goals, allocate and prioritize resources,
136 inform decision making about program performance, policy and budget, to evaluate results
137 achieved and to report on the success of meeting goals.

138 M. "Performance measure" means a quantifiable, enduring measurement of the
139 amount, quality, efficiency or effectiveness of products or services produced by an agency,
140 department, office or program.

141 N. "Performance measurement" means the identification and ongoing monitoring
142 and reporting of program or agency results, particularly progress toward pre-established
143 goals.

144 O. "Strategic plan" means a plan that clarifies the strategic direction on where an
145 organization will be in five years and how it intends to get there. A strategic plan should
146 define the current status of the organization, including its vision, mission and goals. It
147 should also identify strengths, weaknesses, opportunities and challenges, both internal and
148 external, that will either advance or impede the execution of the plan. A strategic plan
149 should include prioritized strategies and actions that describe how goals will be achieved
150 given the projected opportunities and challenges. The strategic plan should also include a
151 monitoring plan that describes, tracks and evaluates key outcomes to be achieved and high-
152 level performance measures relevant to the stated goals.

153 P. "Targets" means a quantified statement of what level of performance a program
154 or agency plans to achieve. Targets help to evaluate performance and should be based on
155 baseline data, regulatory or industry standards, policy decisions, program evaluation, or the
156 performance of comparable organizations or benchmarks.

157 Q. "Vision" means the vision statement that describes what the agency,
158 department, office or program would like to achieve by delivering on the stated mission.
159 The vision should be stable and can be very long-term and difficult to achieve. The vision
160 shall be specific to the mission of the organization.

161 SECTION 2. Ordinance 11980, Section 3, as amended, and K.C.C. 2.10.010 are
162 each hereby amended to read as follows:

163 ~~((The purpose of creating and implementing a countywide performance and
164 accountability system shall be to:~~

165 ~~A. Promote a culture of accountability within King County government;~~

166 ~~B. Demonstrate to the public and its decision makers the county's achievement in
167 meeting its prioritized goals;~~

168 ~~C. Engage the public in the development of countywide priorities as part of the
169 development of a countywide strategic plan;~~

170 ~~D. Assist county elected leaders in making policy and budget decisions; and~~

171 ~~E. Increase the ability of county managers and staff to improve county
172 management and customer service delivery and assess program effectiveness.~~

173 ~~In order for the performance and accountability system to be successful it is the
174 intent of King County that the system shall use strategic business planning to develop
175 high-level strategic plans for the entire county government and for each individual county~~

176 ~~agency, executive department and office. Strategic plans and annual business plans shall~~
177 ~~be directly related to the executive proposed county budget. An executive office will be~~
178 ~~created to provide leadership in and coordination of countywide performance~~
179 ~~management and measurement. It is the intent that the countywide performance and~~
180 ~~accountability system be developed and implemented in a fiscally responsible manner.))~~
181 King County shall develop an effective performance management and accountability
182 system designed to enhance government accountability, transparency, service
183 performance and resource allocation. The performance management and accountability
184 system shall be comprised of strategic and business planning at countywide, system,
185 department and agency levels that effectively uses performance measurement to support
186 continuous organizational evaluation and improvement. There is consensus among
187 county leadership that the performance management and accountability system
188 effectively aligns collaborative efforts towards common county goals while respecting
189 the needs of individual agencies to pursue organizational goals, and separately elected
190 officials' obligation to deliver on their commitments to the public.

191 A. The purpose of creating and implementing a countywide performance
192 management and accountability system shall be to promote a culture of accountability
193 within King County government and will:

194 1. Engage the public in the development of countywide priorities as part of the
195 development of a countywide strategic plan;

196 2. Demonstrate to the public and its decision makers the county's achievement
197 in meeting its prioritized goals;

198 3. Increase the ability of county managers and staff to improve county
199 management and customer service delivery and assess program effectiveness; and

200 4. Assist county elected leaders in making policy and budget decisions.

201 In order for the performance management and accountability system to be successful it is
202 the intent of King County that the system shall use strategic business planning to develop
203 high-level strategic plans for the entire county government and for each individual county
204 agency, executive department and office that are directly related to the executive
205 proposed county budget. The office of strategic planning and performance management
206 will provide leadership in and coordination of countywide performance management and
207 measurement. It is the intent that the countywide performance management and
208 accountability system be developed and implemented in a fiscally responsible manner.

209 B. The King County performance management and accountability system should
210 be guided by the following guiding principles:

211 1. The public and elected leaders are engaged to develop countywide prioritized
212 goals and align services to those goals;

213 2. King County publicly reports on how well it is meeting its performance goals;

214 3. Performance measures are directly linked to policy and resource allocation
215 decisions;

216 4. Performance measurement is used by managers for strategic planning, program
217 evaluation, operational improvements and budgeting; and

218 5. Performance measures are not to be used in a punitive manner but are used to
219 support continuous organizational evaluation and improvement in collaboration with the
220 workforce.

221 SECTION 3. Ordinance 16202, Section 3, and K.C.C. 2.10.XXX are each hereby
222 repealed.

223 SECTION 4. Ordinance 12075, Section 3, as amended, and K.C.C. 2.16.025 are
224 each hereby amended to read as follows:

225 The county executive shall manage and be fiscally accountable for the office of
226 management and budget and the office of ~~((business relations and economic development))~~
227 strategic planning and performance management.

228 A. The office of management and budget functions and responsibilities shall
229 include, but not be limited to:

230 1. Planning, preparing and managing, with emphasis on fiscal management and
231 control aspects, the annual operating and capital improvement budgets;

232 2. Preparing forecasts of and monitor revenues;

233 3. Monitoring expenditures and work programs in accordance with Section 475 of
234 the King County Charter;

235 4. Developing and preparing expenditure plans and ordinances to manage the
236 implementation of the operating and capital improvement budgets throughout the fiscal
237 year;

238 5. Developing and using outcome-based performance indicators to monitor and
239 evaluate the effectiveness and efficiency of county agencies in collaboration with the office
240 of strategic planning and performance management;

241 6. Formulating and implementing financial policies regarding revenues and
242 expenditures for the county and other applicable agencies;

243 7. Performing program analysis, and contract and performance evaluation
244 review((-)) in collaboration with the office of strategic planning and performance
245 management; and

246 8. ~~((Collecting and analyzing land development, population, housing, natural~~
247 ~~resource enhancement, transportation and economic activity data to aid decision making~~
248 ~~and to support implementation of county plans and programs, including benchmarks; and~~

249 9.)) Developing and transmitting to the council, concurrent with the annual
250 proposed budget, supporting materials consistent with K.C.C. 4.04.030.

251 B. ~~((The county executive is requested to transmit to council an organizational~~
252 ~~report, proposed ordinance and fiscal note by August 15, 2008, creating an executive~~
253 ~~office responsible for performance management functions and responsibilities which~~
254 ~~shall include, but not be limited to the following functions listed as one through eight.~~
255 ~~The organizational report shall include an analysis and executive recommendation on~~
256 ~~whether the equity and social justice initiative should be managed in the executive office~~
257 ~~responsible for performance management. The report, proposed ordinance and fiscal~~
258 ~~note must be filed in the form of twelve copies with the clerk of the council, who will~~
259 ~~retain the original and will forward copies to each councilmember and to the lead staff for~~
260 ~~the general government and labor relations committee:)) The office of strategic planning
261 and performance management functions and responsibilities shall include, but not be
262 limited to:~~

263 1. Performance management and accountability:

264 ~~((1-))~~ a. ~~((P))~~ providing leadership and coordination ~~((in performance management~~
265 ~~and measurement))~~ of the performance management and accountability system
266 countywide;

267 ~~((2-))~~ b. overseeing the production of a countywide strategic plan and annual
268 performance report that includes all branches of county government;

269 c. making annual presentations to committee of the whole on the countywide
270 annual performance report and countywide strategic plan;

271 ~~((2-))~~ d. ~~((Θ))~~ overseeing the development of strategic plans and business plans for
272 each executive branch department and office;

273 ~~((3-))~~ e. ~~((P))~~ providing technical assistance on the development of strategic plans,
274 and business plans for agencies;

275 f. developing and using outcome-based performance indicators to monitor and
276 evaluate the effectiveness and efficiency of county agencies in collaboration with the office
277 of budget and management.;

278 ~~((4-))~~ g. ~~((Θ))~~ overseeing the production of an annual performance report for the
279 executive branch;

280 ~~((5-))~~ h. ~~((M))~~ managing an ongoing review of executive branch departments' and
281 offices' performance, known as the KingStat program;

282 i. collecting and analyzing land development, population, housing, natural
283 resource enhancement, transportation and economic activity data to aid decision making
284 and to support implementation of county plans and programs, including benchmarks; and

285 ~~((6-))~~ j. ~~((€))~~ conducting public engagement about county performance
286 management and reporting activities;

287 ~~((7. Overseeing the production of a countywide strategic plan and annual~~
288 ~~performance report that includes all branches of county government; and~~

289 ~~8. Making annual presentations to committee of the whole on the countywide~~
290 ~~annual performance report and countywide strategic plan.~~

291 ~~C. The office of business relations and economic development functions and~~
292 ~~responsibilities shall include, but not be limited to:~~

293 ~~1. Developing proposed policies to address economic development;~~

294 ~~2. Providing quarterly economic reports to the executive and the council that~~
295 ~~characterize trends in employment, unemployment, business operations including layoff~~
296 ~~warnings required under state law and other factors that are useful in understanding~~
297 ~~economic trends;~~

298 ~~3. Establishing, fostering and maintaining healthy relations with business and~~
299 ~~industry;~~

300 ~~4. Optimizing the value of county controlled assets, such as the King County~~
301 ~~airport, as engines for economic growth, recognizing that it may be in the public interest~~
302 ~~to foster job creation expansion of the tax base rather than maximizing direct revenue to~~
303 ~~the county from a particular asset;~~

304 ~~5. Managing programs and developing projects that promote economic~~
305 ~~development, assist communities and businesses in creating economic opportunities,~~
306 ~~promote a diversified regional economy, promote job creation with the emphasis on~~
307 ~~family wage jobs and improve county asset management. A report on these activities~~
308 ~~shall be included in the quarterly report required under subsection B.2 of this section;~~

309 ~~6. Providing assistance to other county departments to determine if real property~~
310 ~~or other assets may be managed for economic development purposes to create jobs and~~
311 ~~expand private investment or administered in a manner that will provide additional~~
312 ~~revenue to the county;~~

313 ~~7. Managing the boost, apprenticeship and business development programs~~
314 ~~including the following functions:~~

315 ~~a. administering the discrimination and affirmative action in employment by~~
316 ~~contractors', subcontractors' and vendors' policies under K.C.C. chapter 12.16;~~

317 ~~b. administering the boost program for the use of small economically~~
318 ~~disadvantaged businesses on county contracts under K.C.C. chapter 4.19; and~~

319 ~~c. administering the federal Americans with Disabilities Act of 1990 and~~
320 ~~federal Rehabilitation Act of 1973, Section 504, policies related to obligations of~~
321 ~~contractors with the county;~~

322 ~~8. Serving as the disadvantaged business enterprise liaison officer for federal~~
323 ~~Department of Transportation and other federal grant program purposes; and~~

324 ~~9. Managing the county's landmark preservation program including the~~
325 ~~following functions:~~

326 ~~a. administering landmark designation and regulation functions under K.C.C.~~
327 ~~chapter 20.62;~~

328 ~~b. serving as the county's historic preservation officer under the county's~~
329 ~~certified local government agreement with the state and for federal grant program~~
330 ~~purposes;~~

331 ~~e. administering the landmark rehabilitation and improvement loan program in~~
332 ~~partnership with local financial institutions, administering the special valuation program~~
333 ~~under chapter 84.26 RCW and assisting with the current use taxation program for cultural~~
334 ~~resources;~~

335 ~~d. providing oversight and assistance to other county departments to ensure~~
336 ~~compliance with federal, state and local cultural resource laws; and~~

337 ~~e. preparing and administering interlocal agreements between the county and~~
338 ~~cities related to landmark designation and protection services.))~~

339 2. Business relations and economic development:

340 a. developing proposed policies to address regional, unincorporated urban, and
341 rural economic development;

342 b. establishing, fostering and maintaining healthy relations with business and
343 industry;

344 c. implementing strategies and developing opportunities that include partnering
345 with, cities, the Port of Seattle and other economic entities on regional and subregional
346 economic development projects;

347 d. developing and implementing strategies to promote economic revitalization
348 and equitable development in urban unincorporated areas including the possible assembly
349 of property for the purpose of redevelopment;

350 e. refining and implementing strategies in the county's rural economic
351 strategies to preserve and enhance the rural economic base so that the rural area can be a
352 place to both live and work;

353 f. assisting communities and businesses in creating economic opportunities,
354 promoting a diversified economy and promoting job creation with the emphasis on
355 family-wage jobs;

356 g. managing the contracting opportunities program to increase opportunities
357 for small contractors and suppliers to participate on county-funded contracts. Submit an
358 annual report as required by Ordinance 15703;

359 h. Managing the apprenticeship program to optimize the number of apprentices
360 working on county construction projects. Submit an annual report as required by
361 Ordinance 12787;

362 i. serving as the disadvantaged business enterprise liaison officer for federal
363 Department of Transportation and other federal grant program purposes; and

364 j. managing the county's historic preservation program including landmark
365 designation, protection, and enhancement to support tourism development, downtown
366 revitalization and environmental and cultural sustainability;

367 3. Strategic initiatives and policy development

368 a. coordinating executive initiatives across departments and agencies;

369 b. facilitating interdepartmental, interagency and interbranch teams on
370 multidisciplinary issues;

371 c. leading governance transition efforts for the urban area consistent with the
372 Growth Management Act;

373 d. providing technical assistance in the update of regional growth management
374 planning efforts including the Countywide Planning Policies and distribution of
375 jurisdictional population and employment growth targets;

376 e. providing assistance in the development of agency and system planning
377 efforts such as operational master plans; and

378 f. serving as the liaison to the Boundary Review Board for King County.

379 ~~((D-))~~ C. The executive may assign or delegate budgeting, performance
380 management and accountability, business relations ~~((and))~~, economic development and
381 strategic initiatives and policy development functions to employees in the office of the
382 executive but shall not assign or delegate those functions to any departments.

383 SECTION 5. Ordinance 16202, Section 6, and K.C.C. 2.10.XXX are each hereby
384 amended to read as follows:

385 A. The performance management workgroup is hereby created. The workgroup
386 shall provide a forum for managers and others responsible for performance management
387 across county government to coordinate implementation of the goals of the countywide
388 performance management and accountability system, including the countywide strategic
389 plan. The workgroup shall advise the county council and shall be chaired by the county
390 auditor. The workgroup shall meet at least quarterly.

391 B. Members of the workgroup shall include personnel from the following agencies,
392 department and offices:

- 393 1. The council;
- 394 2. The sheriff;
- 395 3. The prosecuting attorney;
- 396 4. The assessor;
- 397 5. The superior court;
- 398 6. The district court;

- 399 7. The auditor;
- 400 8. Each executive branch department;
- 401 9. The office of information resources management;
- 402 10. The office of management and budget; and
- 403 11. The ~~((performance management director))~~ office of strategic planning and
- 404 performance management.

405 C. The performance management workgroup shall:

- 406 1. Advise on implementation of a countywide performance management and
- 407 accountability system~~((:))~~;
- 408 2. Provide a collaborative forum among county peers on performance
- 409 management and measurement and coordinate with potential partners outside of King
- 410 County government~~((:))~~;
- 411 3. Advise on the county's training curriculum on performance management and
- 412 measurement~~((:))~~; and
- 413 4. Advise on new developments in the filed and potential opportunities to
- 414 improve the county's performance management and accountability system.

415 SECTION 6. Ordinance 16202, Section 10, and K.C.C. 2.10.XXX are each

416 hereby amended to read as follows:

417 A. Each county agency, department and office shall develop a business plan to

418 guide its ongoing and proposed activities for a one- to two-year period. Each county

419 agency, department and office business plan shall be revised and updated annually.

420 B. Each county agency, department and office business plan shall be transmitted to

421 King County council along with the county executive proposed King County budget after

422 review by the (~~performance management director~~) office of strategic planning and
423 performance management and the office of management and budget.

424 C. The agency, department and office annual business plans shall be directly
425 related to their strategic plans, strategic plan updates and to the county executive-proposed
426 King County budget.

427 D. The agency, department and office business plans shall include, but shall not be
428 limited, to the following components:

- 429 1. A vision, mission and goals for the agency, department or office;
- 430 2. Objectives and strategies to accomplish goals;
- 431 3. Internal and external change dynamics and strategies and an evaluation of how
432 they will affect budget priorities and program direction;
- 433 4. A prioritized list of recommended budget changes to reflect change dynamics,
434 funding, and goal achievement; and
- 435 5. Performance measures for each goal or program to help determine the impact
436 of the proposed budget change with a primary manager listed as accountable for
437 improvement of each performance measure.

438 SECTION 7. Ordinance 16202, Section 11, and K.C.C. 2.10.XXX are each
439 hereby amended to read as follows:

440 It is the intent that there be an ongoing dialogue between the county council and
441 agency, department and office directors on the countywide performance reports and
442 strategic plans and individual agency, department and office strategic plans and business
443 plans.

444 To assist in this review, the (~~performance management director~~) office of strategic
445 planning and performance management shall present to the county council the annual
446 countywide performance report and countywide strategic plan. It is the intent that the
447 county council will review department, office and agency strategic plans and business plans
448 on a periodic basis.

449 SECTION 8. The county executive is requested to transmit to council by motion
450 by August 1, 2009, a five-year strategic plan for the department of development and
451 environmental services. The strategic plan shall include in its mission statement to
452 provide high-quality customer service. Eleven copies of the plan shall be filed with the
453 clerk of the council, for distribution to all councilmembers.

454 SECTION 9. Ordinance 12076, Section 5, as amended, and K.C.C. 4.04. 200 are
455 each hereby amended to read as follows:

456 A.1. The executive shall be responsible for the implementation of all CIP projects
457 pursuant to adopted project budgets and schedules. However, major maintenance reserve
458 fund CIP projects may be implemented in accordance with the major maintenance reserve
459 fund capital improvement budgeting procedures in K.C.C. 4.04.265, road CIP projects may
460 be implemented in accordance with the roads capital improvement budgeting procedures in
461 K.C.C. 4.04.270, solid waste CIP projects may be implemented in accordance with the
462 solid waste capital improvement budgeting procedures in K.C.C. 4.04.273, surface water
463 management CIP projects may be implemented in accordance with the surface water
464 management capital improvement budgeting procedures in K.C.C. 4.04.275 and
465 wastewater CIP projects may be implemented in accordance with the wastewater capital
466 improvement budgeting procedures in K.C.C. 4.04.280.

467 2. At least fifteen days before advertising for construction bids for any capital
468 project, the council chair and councilmembers in whose district construction will take place
469 shall be notified. The notification shall include project identification, advertising dates and
470 a summary description of the work to be performed, though failure to comply with this
471 provision shall not delay bid advertisement.

472 B.1. The executive shall be responsible for implementation of adopted CIP projects
473 to ensure their completion on schedule and within adopted budgets. However, major
474 maintenance reserve fund CIP projects may be reprogrammed in accordance with K.C.C.
475 4.04.265, roads CIP projects may be reprogrammed in accordance with K.C.C. 4.04.270,
476 solid waste CIP projects may be reprogrammed in accordance with K.C.C. 4.04.273,
477 surface water management CIP projects may be reprogrammed in accordance with K.C.C.
478 4.04.275 and wastewater CIP projects may be reprogrammed in accordance with K.C.C.
479 4.04.280.

480 2. The budget for each major maintenance reserve fund CIP project shall not
481 exceed by more than fifteen percent the amount specified for that project in the adopted
482 six-year major maintenance reserve fund CIP, except when the amount is modified by
483 ordinance or in accordance with the CIP exceptions notification process. The budget for
484 each roads CIP project shall not exceed by more than fifteen percent the amount specified
485 for that project in the adopted six-year roads CIP, except when the amount is modified by
486 ordinance or in accordance with the CIP exceptions notification process. The budget for
487 each solid waste, surface water management and wastewater CIP project shall not exceed
488 by more than fifteen percent the amount specified for that project in the adopted six-year

489 solid waste, surface water management or wastewater CIP, except when the amount is
490 modified by ordinance or in accordance with the CIP exceptions notifications process.

491 3. The executive may select consultants on all CIP projects. The executive shall
492 implement this section by establishing rules and procedures that provide for consultant
493 selection, ongoing CIP design review and project implementation.

494 C. All above-grade CIP projects shall be subject to the following process:

495 1. An operational master plan shall be developed by the agency requesting a
496 CIP project in conjunction with the ~~((director of the))~~ office of management and budget
497 and the office of strategic planning and performance management and shall be submitted
498 to the executive and the council for approval;

499 2. A capital improvement plan, based upon the adopted county space plan, where
500 applicable, and the approved operational master plan, shall be developed by the user
501 agency with assistance from the implementing agency and shall be submitted to the
502 executive and the council for approval.

503 3. A project program plan, based upon the adopted county space plan, where
504 applicable, and the approved operational master plan, shall be developed by the user
505 agency, with assistance from the implementing agency, for each requested CIP. This plan
506 shall be submitted to the executive and the council for approval. This plan shall specify
507 which projects will require a site master plan;

508 4. A site master plan shall be developed by the implementing agency, with input
509 from the user agency, for all capital improvements that involve multiple projects, are
510 complex in nature, or are otherwise identified as requiring such a plan in the project
511 program plan. This plan shall be submitted to the executive and council for approval;

512 5. The executive may exempt smaller scale projects from the requirements in
513 subsection C.1 and C.2 of this section if criteria for granting exemptions are established and
514 approved by the council and if the implementing agency certifies the project program plan
515 and related CIP or lease request is in conformance with the adopted county space plan; and

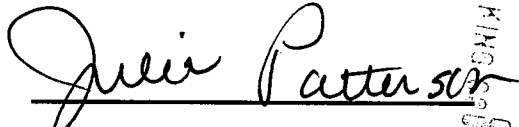
516 6. Capital projects that involve the development of new parks or significant
517 addition to or rehabilitation of existing parks shall require a public meeting in the affected
518 community at the program plan and site master plan stages, before submitting these plans
519 to the executive and council for approval.

520

Ordinance 16308 was introduced on 10/13/2008 and passed by the Metropolitan King
County Council on 11/24/2008, by the following vote:

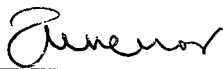
Yes: 8 - Ms. Patterson, Mr. Constantine, Ms. Lambert, Mr. von Reichbauer,
Mr. Ferguson, Mr. Gossett, Mr. Phillips and Ms. Hague
No: 0
Excused: 1 - Mr. Dunn

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

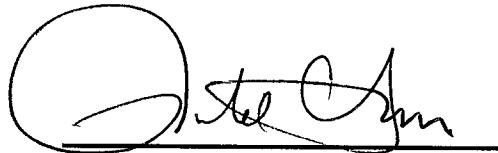


Julia Patterson, Chair

ATTEST:



Anne Noris, Clerk of the Council
APPROVED this 5 day of December 2008.



Ron Sims, County Executive

RECEIVED
2008 DEC -5 PM 3:51
KING COUNTY COUNCIL

Attachments None