King County

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Agenda

Employment and Administration Committee

Councilmembers: Girmay Zahilay, Chair;
Sarah Perry, Vice-Chair; Jorge L. Barón, Teresa Mosqueda

Staff: Stephanie Cirkovich, Chief of Staff (206-477-6023)
Melani Hay: Committee Clerk (206-477-1025)

2:00 PM **Tuesday, September 2, 2025** **Hybrid Meeting**

Hybrid Meetings: Attend the Employment and Administration Committee meetings in person in the Southwest Conference Room, 516 3rd Avenue in Seattle, or through remote access. Details on how to attend the meeting remotely are listed below.

CONNECTING TO THE WEBINAR
Webinar ID: 828 5993 8005

If you do not have access to the ZOOM application, you can connect to the meeting by calling 1 253 215 8782 and using the Webinar ID.

You have the right to language access services at no cost to you. To request these services, please contact our Equity and Social Justice Coordinator, Tera Chea at (206) 477 9259 or Tera.Chea2@kingcounty.gov, three (3) days prior to the meeting.

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.

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

1. **Call to Order**

2. **Roll Call**

3. **Approval of Minutes of July 1 and July 22, 2025** pg 4

Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).
TTY Number - TTY 711.
Council Chambers is equipped with a hearing loop, which provides a wireless signal that is picked up by a hearing aid when it is set to 'T' (Telecoil) setting.

Consent Item 4

4. Proposed Motion No. 2025-0258 pg 10

A MOTION confirming the reappointment of Hilary De La Cruz to the citizens' elections oversight committee as a King County registered voter.

Sponsors: Zahilay

Contingent on Referral to Committee

Discussion and Possible Action

5. Proposed Motion No. 2025-0259 pg 12

A MOTION confirming the appointment of _____ to the citizens' elections oversight committee as a representative of the Spanish-speaking community.

Sponsors: Zahilay

Contingent on Referral to Committee

6. Proposed Motion No. 2025-0257 pg 19

A MOTION approving renewal of contract for chief legal counsel to the King County council.

Sponsors: Zahilay

Contingent on Referral to Committee

7. Proposed Motion No. 2025-0256 pg 23

A MOTION approving renewal of contract for assistant chief legal counsel to the King County council.

Sponsors: Zahilay

Contingent on Referral to Committee

Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).
TTY Number - TTY 711.
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Briefings

8. Meeting Materials Analysis pg 27

Jeana Kats, Clarity Consulting

9. Employee Engagement Survey Results

Janine Weihe, Chief Operating Officer

10. Human Resources Update

Deandra Stanley, Human Resources Manager

11. Chief of Staff Update

Stephanie Cirkovich, Chief of Staff

Other Business

Adjournment

Sign language and interpreter services can be arranged given sufficient notice (206-848-0355).
TTY Number - TTY 711.
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King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Minutes

Employment and Administration Committee

Councilmembers: Girmay Zahilay, Chair;
Sarah Perry, Vice-Chair; Jorge L. Barón, Teresa Mosqueda

Staff: Stephanie Cirkovich, Chief of Staff (206-477-6023)
Melani Hay: Committee Clerk (206-477-1025)

2:00 PM **Tuesday, July 1, 2025** **Hybrid Meeting**

DRAFT MINUTES

Hybrid Meetings: Attend the Employment and Administration Committee meetings in person in the Southwest Conference Room, 516 3rd Avenue in Seattle, or through remote access. Details on how to attend the meeting remotely are listed below.

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1. Call to Order

The meeting was called to order at 3:16 pm.

2. Roll Call

Present: 3 - Zahilay, Mosqueda and Barón

Excused: 1 - Perry

3. Approval of Minutes of May 6, 2025

Councilmember Mosqueda moved to approve the minutes of the May 6, 2025, meeting as presented. Seeing no objection, the Chair so ordered.

Consent Items 4-6

4. Proposed Motion No. 2025-0178

A MOTION confirming the reappointment of Mike Flood to the citizens' elections oversight committee as the representative sponsored by a nonpartisan organization active in King County that evaluates candidates and ballot measures.

Sponsors: Zahilay

This item was expedited to the July 8, 2025, Council agenda.

This Matter passed on the Consent Agenda.

5. Proposed Motion No. 2025-0179

A MOTION confirming the reappointment of Christopher Hays to the citizens' elections oversight committee as a registered King County voter.

Sponsors: Zahilay

This item was expedited to the July 8, 2025, Council agenda.

This Matter passed on the Consent Agenda.

6. Proposed Motion No. 2025-0180

A MOTION confirming the reappointment of Kathy Sakahara to the citizens' elections oversight committee as a representative sponsored by a nonpartisan organization active in King County that provides elections information to the public.

Sponsors: Zahilay

This item was expedited to the July 8, 2025, Council agenda.

This Matter passed on the Consent Agenda.

Passed On The Consent Agenda

A motion was made by Mosqueda that the Consent Agenda be passed. The motion carried by the following vote:

Yes: 3 - Zahilay, Mosqueda and Barón

Excused: 1 - Perry

Discussion and Possible Action

7. Proposed Motion No. 2025-0181

A MOTION confirming the appointment of Latasha Mae to the citizens' elections oversight committee as a representative sponsored by a nonpartisan organization in King County that promotes equality and the advancement of Black or African Americans.

Sponsors: Zahilay

This item was expedited to the July 8, 2025, Council agenda.

Erica Newman, Policy Staff, briefed the Committee.

Latasha Mae answered questions and made remarks.

Councilmember Barón made an oral line amendment to insert the name "Latasha Mae" into the blank on lines 6, 20 and 26 of the proposed motion and to insert the name of the sponsoring nonpartisan organization "Advocacy Queen)"on lines 6 and 27 of the proposed motion. The motion carried.

Councilmember Barón made an oral title amendment to insert the name "Latasha Mae" on line 1 of the proposed motion. The motion carried.

A motion was made by Mosqueda that this Motion be Recommended Do Pass Substitute Consent. The motion carried by the following vote:

Yes: 3 - Zahilay, Mosqueda and Barón

Excused: 1 - Perry

8. Proposed Motion No. 2025-0154

A MOTION approving the job description for the position of hearing examiner.

Sponsors: Zahilay

This item was expedited to the July 8, 2025, Council agenda.

Stephanie Cirkovich, Chief of Staff, briefed the Committee and answered questions.

A motion was made by Mosqueda that this Motion be Recommended Do Pass Consent. The motion carried by the following vote:

Yes: 3 - Zahilay, Mosqueda and Barón

Excused: 1 - Perry

Briefings

9. Human Resources Update

No update was given.

10. Chief of Staff Update

Stephanie Cirkovich, Chief of Staff, briefed the Committee and answered questions.

This matter was presented.

Other Business

Adjournment

The meeting was adjourned at 3:46 p.m.

Approved this _____ day of _____

Clerk's Signature

King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Minutes

Employment and Administration Committee

Councilmembers: Girmay Zahilay, Chair;
Sarah Perry, Vice-Chair; Jorge L. Barón, Teresa Mosqueda

Staff: Stephanie Cirkovich, Chief of Staff (206-477-6023)
Melani Hay: Committee Clerk (206-477-1025)

2:00 PM **Tuesday, July 22, 2025** **Hybrid Meeting**

SPECIAL MEETING
-DRAFT MINUTES-

Hybrid Meetings: Attend the Employment and Administration Committee meetings in person in the Southwest Conference Room, 516 3rd Avenue in Seattle, or through remote access. Details on how to attend the meeting remotely are listed below.

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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

The meeting was called to order at 3:32 p.m.

2. Roll Call

Present: 4 - Zahilay, Perry, Mosqueda and Barón

Discussion and Possible Action

3. **Proposed Motion No. 2025-0213**

A MOTION appointing a qualified person to the position of King County hearing examiner.

Sponsors: Zahilay

The committee interviewed candidate Devon Shannon.

Councilmember Perry made an oral amendment to insert the name "Devon Shannon" into the blank spaces on lines 9 and 12. The motion carried.

A motion was made by Perry that this Motion be Recommended Do Pass Substitute. The motion carried by the following vote:

Yes: 4 - Zahilay, Perry, Mosqueda and Barón

4. Executive Session

Chair Zahilay moved the committee into executive session. The grounds for the executive session under RCW 42.30.110(1.g) were to evaluate the qualifications of applicants for public employment. The committee went into executive session at 3:50 p.m. for ten minutes to 4:00 p.m. The meeting was reconvened at 4:00 p.m.

Adjournment

The meeting was adjourned at 4:04 p.m.

Approved this _____ day of _____

Clerk's Signature

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

KING COUNTY

Signature Report

Motion

Proposed No. 2025-0258.1 **Sponsors** Zahilay

A MOTION confirming the reappointment of Hilary De La Cruz to the citizens' elections oversight committee as a King County registered voter.

WHEREAS, King County is committed to conducting open, accurate and fair elections, and

WHEREAS, the citizens' elections oversight committee helps to ensure that accountability and performance of the department of elections is provided in a transparent manner that is meaningful to King County residents, and

WHEREAS, in accordance with K.C.C. 2.53.021, the employment and administration committee appoints members to the citizens' elections oversight committee, and

WHEREAS, in accordance with K.C.C. 2.53.021, appointments to the citizens' elections oversight committee are subject to confirmation by the full council by motion, and

WHEREAS, on September 2, 2025, in accordance with K.C.C. 2.53.021, the employment and administration committee will reappoint Hilary De La Cruz to the citizens' elections oversight committee to fill the vacant position for a King County registered voter to a new three-year term, to expire on September 30, 2028;

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

The reappointment of Hilary De La Cruz to the citizens' elections oversight committee as a King County registered voter to a new three-year term, to expire on September 30, 2028, is confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Girmay Zahilay, Chair

ATTEST:

_____

Melani Hay, Clerk of the Council

Attachments: None

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

KING COUNTY

Signature Report

Motion

Proposed No. 2025-0259.1 **Sponsors** Zahilay

A MOTION confirming the appointment of _____ to the citizens' elections oversight committee as a representative of the Spanish-speaking community.

WHEREAS, _____, has identified _____ to represent the Spanish-speaking community on the citizens' elections oversight committee, and

WHEREAS, King County is committed to conducting open, accurate and fair elections, and

WHEREAS, the citizens' elections oversight committee helps to ensure that accountability and performance of the department of elections is provided in a transparent manner that is meaningful to King County residents, and

WHEREAS, in accordance with K.C.C. 2.53.021, the employment and administration committee appoints members to the citizens' elections oversight committee, and

WHEREAS, in accordance with K.C.C. 2.53.021, appointments to the citizens' elections oversight committee are subject to confirmation by the full council by motion, and

WHEREAS, on September 2, 2025, in accordance with K.C.C. 2.53.021, the employment and administration committee will appoint _____ to the citizens' elections oversight committee to fill the vacant position for a representative of the Spanish-speaking community to a new three-year term, to expire on July 31, 2028;

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

The appointment of _____ to the citizens' elections oversight committee as a representative of the Spanish-speaking community to a new three-year term, to expire on July 31, 2028, is confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Girmay Zahilay, Chair

ATTEST:

_____

Melani Hay, Clerk of the Council

Attachments: None

King County

Metropolitan King County Council
Employment and Administration Committee

STAFF REPORT

Agenda Items:		**Name:**	Erica Newman
Proposed No.:	2025-0258 2025-0259	**Date:**	September 2, 2025

SUBJECT

The proposed motions would confirm the following reappointment and appointment to the Citizens' Elections Oversight Committee (CEOC):

- Reappointment of Hilary De La Cruz, as a registered King County voter, for a three-year term ending July 31, 2028.

- Appointment of a candidate as a representative of the Spanish-speaking community for a new three-year term ending July 31, 2028.

BACKGROUND

In May 2006, Council adopted Ordinance 15453, which established the CEOC and added a new chapter King County Code (K.C.C).[1] The ordinance allows the Chair and Vice Chair of the Council to solicit nominations to the Committee.

Ordinance 17273. In March 2012, the Council adopted ordinance 17273, to comply with the additional language requirement that was placed on King County by Section 203 of the federal Voting Rights Act, which required political subdivisions to provide alternate language ballots and voter education materials if there were more than ten thousand or over five percent of the total voting age citizens who were members of a single minority language group with limited English language proficiency. Following the results of the 2010 Census, the County amended the CEOC membership representation to include a representative of the Vietnamese-speaking community and a representative from each of any other language minority community for which the Director of the Bureau of the Census determines by publication in the Federal Register that King County is required to provide minority language assistance under Section 203 of the Voting Rights Act. The ordinance also outlined the process for filling vacancies on the CEOC.

[1] The ordinance allowed for twelve committee members and the CEOC duties and membership representation are outlined in K.C.C. 2.53

Ordinance 18795. In September 2018, the Council adopted ordinance 18795, which updated the CEOC's membership composition from twelve to sixteen members. In addition to increasing the number of and changing the composition of CEOC members, the ordinance changed the mission of the committee to "help King County maintain public confidence in elections". The ordinance also outlines the CEOC's tasks and support provided by staff within the Department of Elections.

Ordinance 19823. In June 2024, Council adopted ordinance 19823, which added new CEOC guidelines under the King County Code.[2] The new guidelines are as follows:

- At least twenty-eight days before any election, the department of elections shall request from the citizens' elections oversight committee a list of committee members designated as observers.

- At least a reasonable time before any election, the department of elections shall notify the citizens' elections oversight committee of when ballot processing will begin and shall request observers from the committee for the processing of ballots at the counting center. The absence of observers from the committee will not prevent the processing of ballots.

- The department of elections shall notify the citizens' elections oversight committee of opportunities to observe official logic and accuracy tests for each vote tallying system to be used at elections.

- The department of elections shall notify the citizens' elections oversight committee of opportunities to observe recounts.

The ordinance amended language regarding the CEOC's membership. The ordinance outlines the composition of the CEOC as listed below.

1. *One representative sponsored by a nonpartisan organization active in King County that evaluates candidates and ballot measures, such as the Municipal League;*

2. *One representative sponsored by a nonpartisan organization active in King County that provides elections information to the public, such as the League of Women Voters;*

3. *One representative from the disability community;*

4. *One representative sponsored by either a junior taxing district or a city with a population of under twenty thousand;*

5. *One representative of the Chinese-speaking community;*

[2] K.C.C. 2.16

6. *One representative of the Vietnamese-speaking community;*

7. *One representative of the Spanish-speaking community;*

8. *One representative from the Korean-speaking community;*

9. *One representative from each of any other language minority community for which the Director of the Bureau of the Census determines by publication in the Federal Register that King County is required to provide minority language assistance under Section 203 of the Voting Rights Act;*

10. *Two King County registered voters who are not representatives of any of the groups listed in subsection A.1. through 9. and 11. through 16. of this section;*

11. *One representative from the King County Democratic Party;*

12. *One representative from the King County Republican Party;*

13. *One ex officio, nonvoting representative from the Office of the Secretary of State;*

14. *One representative sponsored by an academic institution and has knowledge of elections;*

15. *One representative who has experience in technology; and*

16. *One representative sponsored by a nonpartisan organization in King County that promotes equality and the advancement of Black or African Americans, such as the Urban League of Metropolitan Seattle.*

Also, the ordinance updated the process for filling vacancies on the CEOC that included the following changes:

- Except the positions for the King County Democratic Party and the King County Republican Party, vacant positions shall be advertised at a minimum in the county's newspaper of record.

- Except for the ex officio position, members are required to reside in King County. However, members, who during their tenures on the committee temporarily live outside the United States but maintain King County as their residences, may continue to serve on the committee during their temporary absences from the county.

- The representative from the King County Democratic Party and the King County Republican Party are not eligible to serve as the chair of the committee.

ANALYSIS

Proposed motions 2025-0258 and 2025-0259 would confirm the reappointment and appointment to the CEOC. As outlined under K.C.C. 2.53, appointments and reappointments to the CEOC are subject to review by the Employment and Administration Committee, who make a recommendation to the full Council for final confirmation, via motion.

Table 1 below, lists the current membership of the CEOC and the organization or constituency they represent.

Table 1: CEOC Membership as of August 2025

MEMBER	ORGANIZATION/CONSTITUENCY
Mike Flood	representative sponsored by a nonpartisan organization active in King County that evaluates candidates and ballot measures, such as the Municipal League
Kathy Sakahara	representative sponsored by a nonpartisan organization active in King County that provides elections information to the public, such as the League of Women Voters
Carolyn Stevens	Disability community
LeAnn Blanco	representative sponsored by either a junior taxing district or a city with a population under 20,000
Stanley Tsao	Chinese-speaking community
Vacant	Vietnamese-speaking community
Vacant	Spanish-speaking community
Julie Kang	Korean-speaking community
Vacant	representative from each of any other language minority community for which the Director of the Bureau of the Census determines by publication in the Federal Register that King County is required to provide minority language assistance under Section 203 of the Voting Rights Act
Hillary De La Cruz **Christoper Hays**	registered King County voters
Hanna Floss	King County Democratic Party
Mathew Thomas Vice Chair, Election Monitoring	King County Republican Party
Stuart Holmes	ex officio, nonvoting representative from the Office of the Secretary of State
Jason Lambacher	representative sponsored by an academic institution and has knowledge of elections

MEMBER	ORGANIZATION/CONSTITUENCY
Tyson Hartman	representative who has experience in technology
Latasha Mae	representative sponsored by a nonpartisan organization in King County that promotes equality and the advancement of Black or African Americans, such as the Urban League of Metropolitan Seattle.

Reappointment.

Proposed Motion 2025-0258 would reappoint Hilary De La Cruz to the CEOC as a King County registered voter, for a three-year term ending July 31, 2028. Ms. De La Cruz has served on the CEOC since 2019 and is a graduate of the University of Washington. Currently, Ms. De La Cruz is employed as a Senior Management Analyst and has previous internship experience with Seattle/King County Coalition on Homelessness, Statewide Poverty Action Network, and Seattle Children's Hospital. Ms. De La Cruz is passionate about creating a more just community by listening to the diverse needs and ideas of community members, supporting antiracist policies and budgets that meet those needs, and building bridges between people and policy makers.

Appointment.

Proposed Motion 2025-0259 would appoint a candidate to the CEOC as a representative of the Spanish-speaking Community to a new three-year term ending July 31, 2028. The position has been vacant since June 2024. The Council provided notice of the vacancy and accepted applications to fill the position from July 31, 2025 through August 13, 2025, and one application was received. The Employment and Administration Committee intends to interview the candidate, Juan Rodriguez at the September 2, 2025 meeting.

AMENDMENT

Proposed Motion 2025-0259. An oral amendment would be required to insert the name of the appointee on line 4, line 18, and line 22 of the proposed motion, and to insert "King County Council's Employment and Administration Committee" as the governing body that identified the candidate on line 4 of the proposed motion.

An oral title amendment would be required to insert the name of the appointee on line 1 of the proposed motion.

INVITED

- Juan Rodriguez, Applicant for appointment to the CEOC

ATTACHMENTS

1. Proposed Motion 2025-0258
2. Proposed Motion 2025-0259

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

KING COUNTY

Signature Report

Motion

Proposed No. 2025-0257.1 **Sponsors** Zahilay

A MOTION approving renewal of contract for chief legal counsel to the King County council.

WHEREAS, RCW 36.32.200 grants county councils the authority to hire their own legal counsel for up to a two-year term upon the approval of the presiding superior court judge of the county, and

WHEREAS, the King County council has used the authority provided in RCW 36.32.200 to hire legal counsel to provide the council with legal advice on legislative, contractual, and other legal matters, and

WHEREAS, Monique Cohen was previously appointed to the position of chief legal counsel to the King County council for a two-year term November 17, 2023, through November 16, 2025;

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

The chair of the employment and administration committee is authorized to sign a contract letter that is substantially similar to Attachment A to this motion appointing Monique Cohen to serve a two-year term in the position of chief legal counsel to

the King County council, effective November 17, 2025, and upon approval by the presiding judge of the King County superior court.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Girmay Zahilay, Chair

ATTEST:

_____

Melani Hay, Clerk of the Council

Attachments: A. Contract Letter - Cohen

King County Council

King County Courthouse
516 Third Avenue, Suite 1200
Seattle, WA 98104
206-477-1000
www.kingcounty.gov/council

September 2, 2025

Honorable Ketu Shah, Presiding Judge
King County Superior Court
516 3rd Ave, Room C-203
Seattle, WA 98104

Re: Reappointment of Monique Cohen as the Chief Legal Counsel to the King County Council

Dear Judge Shah:

Pursuant to RCW 36.32.200, the Metropolitan King County Council requests that you approve the attached employment contract for Monique Cohen to serve as Chief Legal Counsel to the Metropolitan King County Council for another two-year term. Monique has served as a legal advisor to the Council since 2019.

The Council views the Chief Legal Counsel position as essential to facilitate the timely and thorough review of legal issues affecting the Council's policy decisions. The Council's legal counsel works in coordination with the Office of the Prosecuting Attorney and does not represent King County in litigation.

The Council would appreciate your approval of the enclosed contract prior to November 17, 2025 to avoid a lapse in the legal services that Monique provides. If you have any questions or would like to discuss this matter, please feel free to call me at (206) 477-1002.

Thank you for your time and consideration.

Sincerely,

Girmay Zahilay, Chair
Employment & Administration Committee
Metropolitan King County Council

CC Stephanie Cirkovich, Council Chief of Staff
Monique Cohen, Chief Legal Counsel
Deandra Stanley, HR Manager

King County Council

King County Courthouse
516 Third Avenue, Suite 1200
Seattle, WA 98104
206-477-1000
www.kingcounty.gov/council

September 2, 2025

Monique Cohen, Chief Legal Counsel
King County Council
1200 King County Courthouse
Seattle, WA 98104

Dear Ms. Cohen:

On behalf of the Metropolitan King County Council, I am pleased to offer you a two-year term appointment as the Council's Chief Legal Counsel. This contract is effective from November 17, 2025 through November 16, 2027. This position is at-will and exempt from career service.

As Chief Legal Counsel, you will report to the Chair of the King County Council and receive assignments directly from individual councilmembers. You will be compensated at pay range 136, step 13, on the Legislative Branch salary schedule. You will continue to receive the benefits extended to all non-represented employees of the Legislative Branch who serve in an exempt status. The Council will pay your WSBA licensing fee for 2026 and 2027 as well as continuing legal education as approved by the Chair of the Council.

The Council looks forward to your continued support as we address the important issues facing King County over the next two years. Thank you for your service.

Sincerely,

Girmay Zahilay, Chair
Employment & Administration Committee

REVIEWED AND ACCEPTED:

Monique Cohen

Honorable Ketu Shah, Presiding Judge
King County Superior Court
Approved per RCW 36.32.200

CC Stephanie Cirkovich, Council Chief of Staff
Deandra Stanley, HR Manager
Leesa Manion, King County Prosecuting Attorney

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

KING COUNTY

Signature Report

Motion

Proposed No. 2025-0256.1 **Sponsors** Zahilay

A MOTION approving renewal of contract for assistant chief legal counsel to the King County council.

WHEREAS, RCW 36.32.200 grants county councils the authority to hire their own legal counsel for up to a two-year term upon the approval of the presiding superior court judge of the county, and

WHEREAS, the King County council has used the authority provided in RCW 36.32.200 to hire legal counsel to provide the council with legal advice on legislative, contractual, and other legal matters, and

WHEREAS, Kendall Moore was previously appointed to the position of assistant chief legal counsel to the King County council for a two-year term effective October 12, 2023, through October 11, 2025;

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

The chair of the employment and administration committee is authorized to sign a contract letter that is substantially similar to Attachment A to this motion appointing Kendall Moore to serve a two-year term in the position of assistant chief legal counsel to

the King County council, effective October 12, 2025, and upon approval by the presiding judge of the King County superior court.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Girmay Zahilay, Chair

ATTEST:

_____

Melani Hay, Clerk of the Council

Attachments: A. Contract Letter - Moore

King County Council

King County Courthouse
516 Third Avenue, Suite 1200
Seattle, WA 98104
206-477-1000
www.kingcounty.gov/council

September 2, 2025

Honorable Ketu Shah, Presiding Judge
King County Superior Court
516 3rd Ave, Room C-203
Seattle, WA 98104

Re: Reappointment of Kendall Moore as Assistant Chief Legal Counsel to the King County Council

Dear Judge Shah:

Pursuant to RCW 36.32.200, the Metropolitan King County Council requests that you approve the attached employment contract for Kendall Moore to serve as Assistant Chief Legal Counsel to the Metropolitan King County Council for another two-year term. Kendall has served as a legal advisor to the Council since 2013.

The Council views the Chief Legal Counsel position as essential to facilitate the timely and thorough review of legal issues affecting the Council's policy decisions. The Council's legal counsel works in coordination with the Office of the Prosecuting Attorney and does not represent King County in litigation.

The Council would appreciate your approval of the enclosed contract prior to October 12, 2025 to avoid a lapse in the legal services Kendall provides. If you have any questions or would like to discuss this matter, please feel free to call me at (206) 477-1002.

Thank you for your time and consideration.

Sincerely,

Girmay Zahilay, Chair
Employment & Administration Committee
Metropolitan King County Council

CC Stephanie Cirkovich, Council Chief of Staff
Monique Cohen, Chief Legal Counsel
Kendall Moore, Assistant Chief Legal Counsel
Deandra Stanley, HR Manager

King County Council

King County Courthouse
516 Third Avenue, Suite 1200
Seattle, WA 98104
206-477-1000
www.kingcounty.gov/council

September 2, 2025

Kendall H. Moore, Assistant Chief Legal Counsel
King County Council
1200 King County Courthouse
Seattle, WA 98104

Dear Ms. Moore:

On behalf of the Metropolitan King County Council, I am pleased to offer you a two-year term appointment as the Council's Assistant Chief Legal Counsel. This contract is effective from October 12, 2025 through October 11, 2027. This position is at-will and exempt from career service.

As Assistant Chief Legal Counsel, you will report to the Chief Legal Counsel and receive assignments directly from individual councilmembers. You will be compensated at pay range 136, step 13, on the Legislative Branch salary schedule. You will continue to receive the benefits extended to all non-represented employees of the Legislative Branch who serve in an exempt status. The Council will pay your WSBA licensing fee for 2026 and 2027 as well as continuing legal education as approved by the Chief Legal Counsel.

The Council looks forward to your continued support as we address the important issues facing King County over the next two years. Thank you for your service.

Sincerely,

Girmay Zahilay, Chair
Employment & Administration Committee

REVIEWED AND ACCEPTED:

Kendall H. Moore

Honorable Ketu Shah, Presiding Judge
King County Superior Court
Approved per RCW 36.32.200

CC Stephanie Cirkovich, Council Chief of Staff
Deandra Stanley, HR Manager
Leesa Manion, King County Prosecuting Attorney

September 2, 2025

KING COUNTY COUNCIL MEETING MATERIALS ANALYSIS

Background, approach, results, and recommendations for enhancing King County Council meeting materials and processes

Presented By:
Jeana Kats, Clarity Consulting

Sponsors:
Stephanie Cirkovich, Melani Hay, Jeff Muhm

Background Of The Study

Initial Request:

Can we find ways to synthesize staff reports and provide more visual elements?

Additional Questions:

01 What would be the downstream and upstream impact of making these changes?

02 Who would make these changes? Do they have the skills and bandwidth?

03 What audience and purpose are meeting materials intended for?

Design Principles

Usability: 01

Understand who uses meeting materials and how they interact with them

Accessibility: 02

Evaluate how easily stakeholders can locate and access meeting materials

Organization: 03

Assess the organization structure, naming conventions, storage, and retrieval systems for meeting materials

Transparency: 04

Measuring the clarity and openness of meeting materials to support public engagement and accountability

The four tenets that informed the research and approach

Research Approach

ASPECT	DESCRIPTION
Stakeholder Consultations	• Twice-monthly meetings with King County Council Sponsors • 5 Focus Groups • 8 1:1 Interviews
Technology Review	• Assessment of current digital infrastructure • Review of Granicus/Legistar
Best Practices Research	• Research on areas such as adult learning styles and preferences, report templates, and formatting
Document Analysis	• Review of existing meeting materials, trainings, and procedure manuals
Comparitive Assessment	• Benchmarking with 5 other jurisdictions
Direct Observation	• Viewing random and selected King County Committee and Council meetings • Review of King County TV website

Research and analysis took place between Feb-June 2025

Findings

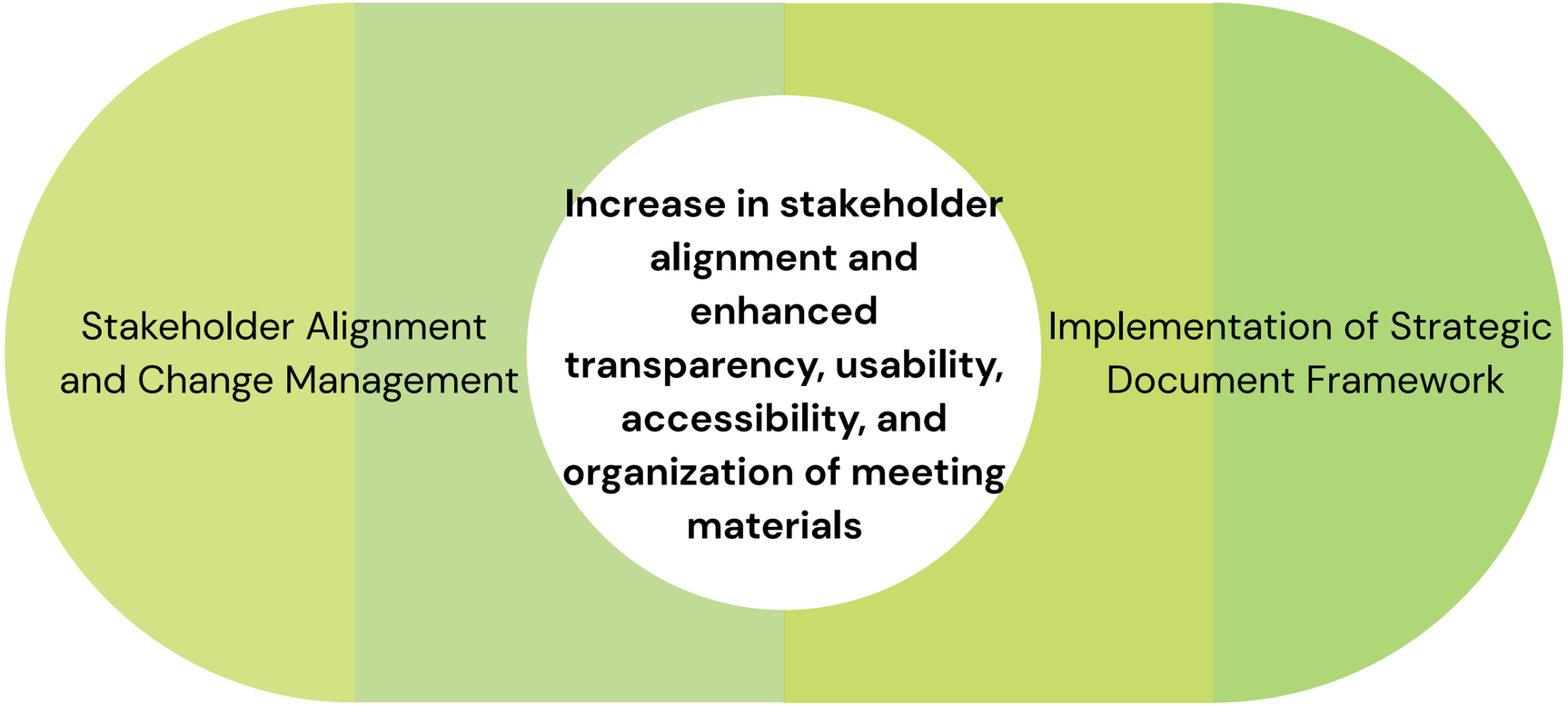
01.

Misalignment exists between policy staff and councilmembers regarding meeting materials' audience, purpose, and usage patterns.

02.

Existing meeting materials approach and delivery model does not meet mulit-pronged information consumption needs.

Recommendations



Stakeholder Alignment and Change Management

Councilmembers and policy staff have diverging perspectives on meeting materials' intended audience and purpose. This misalignment creates issues that technical improvements alone cannot address.

We recommend four ways to align stakeholders and get them ready and accepting of change.

1. Align on meeting materials audience(s) and purpose(s)
2. Establish a shared understanding regarding usage patterns and stakeholder needs
3. Develop organizational capabilities to support new approaches
4. Enhance training and strengthen engagement processes

Implementation of Strategic Document Framework

Through benchmarking conversations and best practices research, there are many ways to enhance meeting materials and processes.

We recommend five ways to transform what is currently a “single-document approach” into a” strategic information system”.

1. Improve templates, integrate visual elements
2. Standardize and consistently adhere to document naming conventions
3. Enhance navigation and access
4. Continue analytical rigor
5. Integrate system functionality

King County Council
Meeting Materials Analysis

Findings and Recommendations

King County Council Sponsors: Stephanie Cirkovich, Melani Hay, and Jeff Muhm

Clarity Consulting Partners: Jeana Kats and Brad Schwartz

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1. Executive Summary

1.1 Project Scope

King County Council engaged Clarity Consulting, with Stephanie Cirkovich, Melani Hay, and Jeff Muhm acting as sponsors, to analyze meeting materials processes. Initially focused on councilmember requests for more synthesized staff reports and enhanced visual elements, the analysis expanded to examine the complete ecosystem of stakeholder needs, operational requirements, and institutional objectives.

1.2 Methodology

The assessment employed multiple research methods including stakeholder input, current state analysis, benchmarking against comparable jurisdictions, and best practices research. The analysis was grounded in four core design principles:

- **Usability:** Understanding who uses meeting materials and how they interact with them
- **Accessibility:** Evaluating how easily stakeholders can locate and access meeting materials
- **Organization:** Assessing the structure, naming conventions, storage, and retrieval systems for meeting materials
- **Transparency:** Measuring the clarity and openness of meeting materials to support public engagement and accountability

Methodology Disclaimer: A comprehensive study of council processes revealed significant variation in stakeholder engagement and identified substantial opportunities for improvement. Of nine councilmembers invited to participate, three actively sought modifications, three were open to change but uncertain about specifics, and three did not participate. Policy staff showed higher engagement rates and strong support for existing processes.

Despite limited councilmember participation and policy staff satisfaction with current practices, Clarity Consulting's benchmarking analysis and best practices research uncovered improvement opportunities that extend far beyond initial stakeholder requests. The study adopted a forward-looking approach, recognizing that council dynamics and priorities evolve over time, designing recommendations to serve future councils rather than solely addressing current needs.

Recommendations were developed using four key sources: the four core design principles outlined above as well as in the Design Principles section, benchmarking successful processes from other jurisdictions, best practices research, and project sponsor guidance. This framework prioritized evidence-based solutions over attempting to reconcile diverse stakeholder perspectives, ensuring recommendations are grounded in proven methodologies rather than consensus-building among participants with varying levels of engagement and differing views on current processes.

1.3 Key Findings

The analysis identified substantial opportunities to enhance meeting materials and processes while revealing that modifications will impact multiple stakeholders and workflows, requiring careful consideration of technical and cultural factors, resource constraints, and end-to-end process implications.

Critical Discovery: King County's current approach faces fundamental challenges where councilmembers and policy staff have diverging perspectives on meeting materials' intended audience and purpose. This misalignment creates issues that technical improvements alone cannot address.

Systemic Gap: King County's single information delivery model inadequately serves diverse audience needs. Benchmark jurisdictions demonstrate that successful processes employ layered information design, incorporating executive summaries, comprehensive analysis, and seamless navigation to address different user requirements while maintaining analytical rigor and non-partisan integrity.

1.4 Recommendations

The analysis produced recommendations organized around two complementary themes, recognizing that technical improvements will fail without addressing organizational misalignments driving current stakeholder dissatisfaction.

1.4.1 Theme One: Stakeholder Alignment and Change Management

Misalignment between policy staff and councilmembers regarding meeting materials' audience, purpose, and usage patterns creates competing design priorities that could undermine technical improvements. Success requires:

- Alignment on meeting materials' audience(s) and purpose(s)
- Establishment of shared understanding regarding usage patterns and stakeholder needs
- Development of organizational capabilities to support new approaches
- Enhanced training and strengthened engagement processes

1.4.2 Theme Two: Strategic Document Framework Implementation

Benchmarking with jurisdictions and best practices research identified proven technical solutions through a "Strategic Document Framework" that transforms from a single-document approach toward an integrated information system addressing multi-pronged information consumption needs. Key areas include:

- Template improvements
- Standardized naming conventions
- Enhanced navigation tools
- Informed policy decision-making support

- Comprehensive analytical content
- Integrated system functionality

1.5 Implementation Approach

A coordinated implementation of both themes is essential to ensure technical improvements achieve stakeholder buy-in, address diverse user needs, and create sustainable organizational change rather than temporary fixes. Focusing solely on technical changes without stakeholder alignment will yield minimal results and may increase confusion for those not seeking changes, while aligning stakeholders without implementing technical recommendations may frustrate those seeking improvements.

1.6 Guide for Reading this Report

This report provides comprehensive information on the impetus that led to this body of work, the methodology used to analyze the meeting materials processes, and a visual process flow depicting the current state of the meeting materials process. Recommendations are presented in table summaries across twelve key areas: four focused on change management and eight addressing technical improvements. Most of the technical recommendations include short videos to aid in explaining implementation details. Additionally, the report provides a sample implementation plan for all suggested recommendations, with the caveat that implementation must consider resource and skill availability, IT dependencies, and an assessment of both ease and impact of implementation The appendices at the end of the report include representative quotes from stakeholder interviews, benchmarking results from five jurisdictions, and mockups of possible enhancements for staff reports.

2. Background

2.1 Established Legislative Analysis Framework

The King County Council operates through a well-established legislative analysis process that has served the organization for decades. This comprehensive system produces multiple outputs, including staff reports, legislative documents, and formal presentations during meetings. Like processes used by other legislative bodies, the council and policy staff maintain exceptionally high standards for legislative analysis, prioritizing thoroughness, accuracy, timeliness, and unbiased and objective information delivery.

2.2 Current Information Management Practices

Given the complexity of legislation before the council, individual meetings routinely involve thousands of pages of information. Policy staff synthesize this extensive material through various formats, most commonly through written staff reports that are presented verbally during meetings. This process enables councilmembers to engage directly with policy staff through questions related to both the legislation and staff presentations, ensuring comprehensive understanding of complex issues.

2.3 Digital Transformation and Hybrid Operations

The pandemic fundamentally altered the council's operational environment, transitioning from traditional in-person meetings to a fully remote, digital framework. In June 2022, the council adopted a hybrid meeting model, allowing councilmembers and staff to participate both virtually and in person. This operational shift drove significant changes in work product delivery, moving from hard-copy printouts and physical binders to digital-only presentations accessed across various devices.

The hybrid meeting format has introduced new technical complexities requiring sophisticated coordination. Meetings are simultaneously broadcast and recorded through the Zoom platform, necessitating close collaboration between clerks, the policy team, KCTV, and others to ensure seamless operations.

2.4 Emerging Stakeholder Requests

In late 2024, some councilmembers expressed interest in receiving meeting information through more visual and simplified formats for their own use as well as for the sake of constituents. Specific requests included PowerPoint slide summaries, infographics, and enhanced screen sharing capabilities. These requests represent a notable departure from established legislative analysis processes and have raised important technical and operational questions that require careful exploration before implementation.

3. Methodological Framework

3.1 Design Principles

The analysis was grounded in four core design principles which were identified by the sponsors of this body of work:

- **Usability:** Understanding who uses meeting materials and how they interact with them
- **Accessibility:** Evaluating how easily stakeholders can locate and access meeting materials
- **Organization:** Assessing the structure, naming conventions, storage, and retrieval systems for meeting materials
- **Transparency:** Measuring the clarity and openness of meeting materials to support public engagement and accountability

3.2 Research Methodology

The analysis employed multiple research methods including stakeholder input via focus groups, 1: 1 and 2: 1 interviews, current state analysis, benchmarking against comparable jurisdictions, and best practices research. An outline of the specific methodology is as follows:

- **Observational research:** Direct observation of council proceedings via watching King County television
- **Document analysis:** Review of current meeting materials and any trainings or other documentation related to meeting materials
- **Stakeholder consultation:** Gathering perspectives from key stakeholders through:
    - Twice-monthly meetings with King County Council sponsors of this overall body of work between January and June 2025
    - Councilmember in-person focus group held during the retreat in February of 2025
    - Four structured focus groups with volunteer participants held between February and June 2025
    - Eight in-depth interviews with volunteer participants held between February and June 2025
- **Comparative assessment:** Benchmarking against five similar jurisdictions
- **Technology evaluation:** Assessment of current digital infrastructure and public-facing platforms
- **Best practices research:** Study of best practices in areas such as report formatting and templates, adult learning preferences, and technology platforms

4. Methodology Disclaimers

4.1 Participation Patterns and Potential Bias

All nine councilmembers were invited to participate in focus groups and follow-up individual interviews. Participation varied significantly: three councilmembers actively engaged and requested specific modifications, three expressed openness to change but were uncertain about what changes to suggest, and three did not participate. Since the most active participants were those seeking modifications to current practices, the findings may emphasize improvement opportunities while potentially underrepresenting perspectives of councilmembers who are satisfied with existing processes.

In contrast, policy staff showed markedly different engagement patterns. A majority accepted invitations to participate, and their responses demonstrated strong alignment in support of existing processes.

Drawing upon benchmarking analysis of other jurisdictions and research into best practices, the Clarity Consulting team identified substantial opportunities for process improvements, far beyond the initial requests from the councilmembers and contrary to many of the sentiments from policy staff.

4.2 Forward Looking Approach

Council dynamics and priorities are inherently fluid. As councils change, so do their priorities regarding meeting materials — including their intended audience, purpose, and usage patterns. The recommendations in this report are designed to serve future councils, not just the current one, recognizing this ongoing evolution.

4.3 Recommendations Development Framework

The participation and forward-looking approach considerations provide essential context for understanding how the findings and recommendations were developed. Rather than attempting to accommodate all perspectives — an impossible task given their diversity — the recommendations are largely grounded in four key sources:

- The design principles outlined in Section 3.1 of this report
- Benchmarking analysis of other jurisdictions with successful processes
- Best practices research
- Guidance from project sponsors

5. Current State Process Flow

It was deemed important to start this work by understanding, documenting, and aligning on the current state of the meeting materials and the meeting materials process flow. To achieve this, Clarity Consulting worked with a subset of policy staff as well as the project sponsors to document the process flow for meeting materials, starting with the initiation of the process all the way to what happens after voting. See Appendix B for a visual of the current state process flow.

6. Reinforcing Implementation Cycles

The **Strategic Document Framework**, which will be explained in detail later in this report, and **Stakeholder Alignment and Change Management** activities are designed to work synergistically, with each element reinforcing the others to create sustainable transformation.

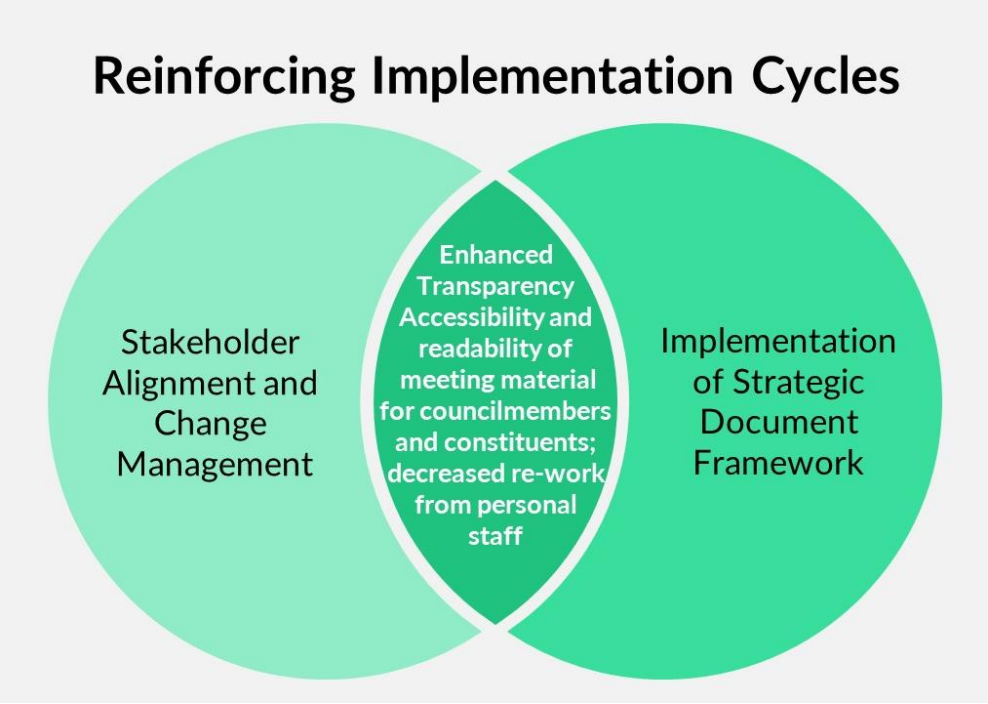

Figure 1: Reinforcing Implementation Cycles

6.1 Stakeholder Alignment and Change Management Ensures Strategic Document Framework Success:

- Audience and purpose clarity provides the design criteria needed for effective template development and promotes buy-in for any changes made to meeting materials and the meeting materials process
- Enhanced training programs ensure greater alignment between staff and councilmembers as well as consistent and accurate implementation of technical standards
- Improved pre-briefing processes create regular feedback loops between staff and councilmembers to better prepare and inform councilmembers and ensure that meeting materials meet the needs of councilmembers, policy staff, and the public.

6.2 Strategic Document Framework Enables Stakeholder Alignment and Change Management:

- **Template improvements** make stakeholder alignment discussions more concrete by providing visual examples of layered information design
- **Document naming standards** reduce training complexity and accelerate staff adoption of new processes
- **Enhanced navigation tools** demonstrate immediate value to skeptical stakeholders, building support for broader changes

Rather than implementing these recommendations in isolation, coordinated deployment creates momentum. Early technical wins (such as improved document access) build credibility for more complex organizational changes (such as stakeholder alignment activities), which in turn provide the foundation for comprehensive framework adoption.

This interdependency explains why addressing both technical and organizational dimensions simultaneously is essential for lasting transformation.

7. Enabling Stakeholder Alignment and Change Management

Successful implementation of technical changes and refinements requires addressing fundamental stakeholder alignment gaps and potential change management challenges.

The following sections examine organizational changes needed to support the framework's adoption: establishing shared understanding of audience and purpose, addressing usage patterns that undermine document effectiveness, building staff capabilities, and strengthening stakeholder engagement processes. These alignment activities must accompany the strategic document framework implementation to ensure sustainable adoption and stakeholder buy-in.

7.1 Meeting Materials Audience and Purpose

Current misalignment between the policy team and councilmembers regarding the target audience(s) and intended purpose(s) of meeting materials creates competing design priorities that may undermine structural improvements. Establishing foundational clarity on these elements is essential for successful framework adoption and implementation.

7.1.1 Current Challenges

Focus group and interview participants identified multiple primary audiences for meeting materials:

- **Councilmembers as primary audience:** Some participants emphasized materials should primarily serve councilmembers needs for decision-making
- **Constituents as primary audience:** Others prioritized public accessibility and understanding
- **Analysts as primary audience:** Additional participants highlighted analysts' role as legislative history record-keepers

Stakeholders expressed divergent views on the fundamental purpose of meeting materials:

- **Documentation and posterity:** Materials serve as permanent legislative records
- **Decision support:** Materials provide objective information to inform councilmember voting
- **Public education:** Materials enhance constituent understanding of issues and processes

These foundational disagreements create significant operational challenges:

- **Competing design priorities:** Different audiences require different formats, detail levels, and presentation styles
- **Persistent dissatisfaction:** Without alignment, current frustrations will continue regardless of process improvements
- **Implementation risk:** Future changes may lack stakeholder buy-in due to misaligned expectations
- **Inefficient resource allocation:** Policy staff efforts may be misdirected without clear priorities

Based on an analysis of staff reports, stakeholder feedback, and benchmarking analysis, we have identified several opportunities for clarifying and aligning councilmembers and the policy team on the purpose and audience of meeting materials. Specific examples include:

7.1.2 Recommendations

Area	Current State	Possible Change	Benefit
Meeting materials audience and purpose	Misaligned and/or siloed views of the audience and purpose of meeting materials	Policy team and councilmembers meet to discuss and align on the purpose(s) and audience(s) of meeting materials Document results and include them in policy staff and councilmember training materials	A shared "north star" for all meeting materials decisions Better decision-making on any changes to meeting materials and the meeting materials process Increased buy-in for changes to meeting materials Operational efficiencies

Table 1: Meeting Materials Audience and Purpose – Recommendations

7.2 Readership

Meeting materials currently suffer from low readership rates among key stakeholders. Understanding the underlying causes of this challenge is critical for developing effective solutions. A collaborative effort between councilmembers and staff to analyze readership patterns will be necessary to create materials that serve all users' needs effectively.

7.2.1 Current Challenges

Research through focus groups and interviews revealed significant concerns about meeting materials readership. Several key issues emerged:

Councilmember engagement: Nearly half of councilmembers that participated in focus groups acknowledged rarely reading staff reports, citing their dense format, excessive length, and inaccessibility. Many delegate this responsibility to their personal staff, who summarize or highlight key information. However, some personal staff also reported not reading the full reports themselves. Committee meeting observations confirmed that councilmembers sometimes appeared unfamiliar with meeting content or distracted during discussions.

Policy staff perspective: Policy Staff endorse current report content and length, emphasizing that these documents serve as historical records requiring comprehensive detail to present all policy perspectives. They regularly reference past staff reports as foundational research, reinforcing their view that thoroughness is essential.

Knowledge gap: Constituent readership patterns remain unknown, representing a significant gap in this analysis.

7.2.2 Recommendations

Both councilmembers and policy staff clearly articulated their requirements for meeting materials during research sessions. These specifications are detailed in the Strategic Document Framework section of this report. The critical next step involves facilitating dialogue between both groups to address their different needs and explore how materials can be refined to serve multiple purposes effectively.

Notably, benchmarked jurisdictions reported no similar readership challenges. The key difference appears to be their approach of identifying councilmembers as the primary audience and designing materials specifically for councilmember informing and decision making.

Area	Current Practice	Possible Change	Benefit
Councilmember readership	Councilmembers do not consistently read meeting materials	Meeting materials include graphic summaries, increased use of tables, introduction of charts, graphs, and visuals Meeting materials continue to include Effect Statements, making them even more granular where possible	Increased councilmember engagement Improved councilmember decision making Reduce personal staff workload
Constituent readership	Unknown engagement levels	Conduct readership assessment	Established baseline for future improvements

Table 2: Readership – Recommendations

7.3 Pre-briefing Meetings

There seems to be a knowledge gap within the organization regarding pre-briefing meetings. While staff maintain that these meetings remain available despite occurring less regularly than before COVID-19, several councilmembers and personal staff report being unaware that such meetings exist. Establishing greater structure and regularity for pre-briefing meetings would serve as both a change management tool for framework adoption and an ongoing mechanism for ensuring the layered approach meets councilmember needs in practice.

7.3.1 Current Challenges

Multiple concerns have emerged around workflow and timeline, particularly regarding councilmembers' inability to review materials before meetings and late or last-minute changes to agendas. Prior to COVID-19 and the shift to a hybrid work environment, pre-briefing meetings were standard practice, bringing policy staff and councilmembers together to ensure proper preparation. Although policy staff continue to make these meetings available, some current councilmembers are unaware of this option. In the Benchmarking Survey, staff self-reported that pre-briefing meetings occur "rarely — less than 25% of the time," despite stating in focus groups that they view these meetings as highly valuable, particularly for substantive proposals.

Pre-briefing meetings, defined as small gatherings of individuals who prepare for committee meetings by reviewing staff reports, making necessary clarifications or additions, and answering councilmember questions, were held regularly pre-COVID and were widely viewed as effective. Today, at least some newer King County councilmembers and their personal staff indicate they are unaware that pre-briefing meetings remain an option.

7.3.2 Recommendations

Area	Current Practice	Possible Change	Benefit
Pre-briefing meetings	Informal offers of pre-briefing meetings	Establish standardized practices for when pre-briefing meetings should occur, who should be involved, and meeting protocols (in adherence with OPMA)	Create aligned understanding and appreciation for pre-briefing meeting benefits Eliminate questions during public hearings that could be addressed beforehand

Table 3: Pre-briefing Meetings - Recommendations

Pierce County serves as an example of a jurisdiction that has implemented successful pre-briefing meetings through what they term "Study Sessions." These occur as standing twice-weekly meetings: one study session before the weekly Council Meeting and another ahead of the weekly Committee meeting. Between 90-100% of councilmembers and selected staff regularly attend these meetings. Additional dialogue with Pierce County is recommended to learn more about their success with study sessions.

7.4 Communication and Training

Comprehensive communication about the audience and purpose of meeting materials, reminders on existing protocols that are not always followed, and training on all future technical enhancements will all serve as critical change management tools.

7.4.1 Current Challenges

A review of current training that touches meeting materials shows that the purpose, audience, and inspiration for the significance of meeting materials are missing from trainings. Additionally, Focus Groups, Interviews, and Document Reviews revealed inconsistencies in what training is received and what is put into practice. Naming conventions is one example among many (see discussion in "Document Naming" section below).

While King County Council reports that training in the areas of document design, policy, and presentation skills occurs, we suggest including "North Star" information in all trainings that discuss meeting materials to enable more consistent adherence. We also suggest implementing regular audits on meeting materials to look for process adherence.

7.4.2 Recommendations

Area	Current Practice	Possible Change	Benefit
Councilmember onboarding training	Onboarding training information is extensive but does not get into details of meeting materials	1: 1 training where a policy staff member trains new councilmembers specifically on the purpose and audience of meeting materials, how to navigate meeting materials, and how staff and councilmembers can effectively work together	Enhanced alignment between councilmembers and staff
Staff training	The "King County Council Policy Staff Resource Guide" does not include the purpose and audience of meeting materials	Incorporate a section in the existing guide on the audience and purpose of meeting materials	Enhanced alignment between councilmembers and staff
Committee assistant training	The "Committee Assistants Procedures" does not include the purpose and audience of meeting materials	Incorporate a section in the existing manual on the audience and purpose of meeting materials	Enhanced alignment between councilmembers and staff

Meeting materials audits	No audit process in place	Implement a regular audit process to assess process adherence	Added assurance of accuracy, reliability, and discovery of risks and weaknesses in establishing processes

Table 4: Communication and Training – Recommendations

Of the jurisdictions included in this study, San Bernardino County is leading the way with their training practices. They offer 1: 1 training with the Board Services Supervisor and new Department Staff who are responsible for penning meeting materials. San Bernadino also offers refresh training five times annually which enables consistent refresh and alignment. They are currently in the process of converting some of their training into online training.

8. Strategic Document Framework

Through stakeholder consultations and benchmarking analysis, a clear pattern emerged: King County's current approach attempts to serve multiple audiences and purposes through a single information delivery model.

Benchmark jurisdictions consistently demonstrate that successful meeting materials processes use layered information design to enable strategic content differentiation while maintaining comprehensive documentation. These jurisdictions have sought to balance the fundamental alignment gaps observed in King County by creating distinct information layers that serve different user needs and time constraints.

Stakeholder feedback and jurisdictional analysis reveal multiple interconnected opportunities that can be addressed individually or as part of a comprehensive approach:

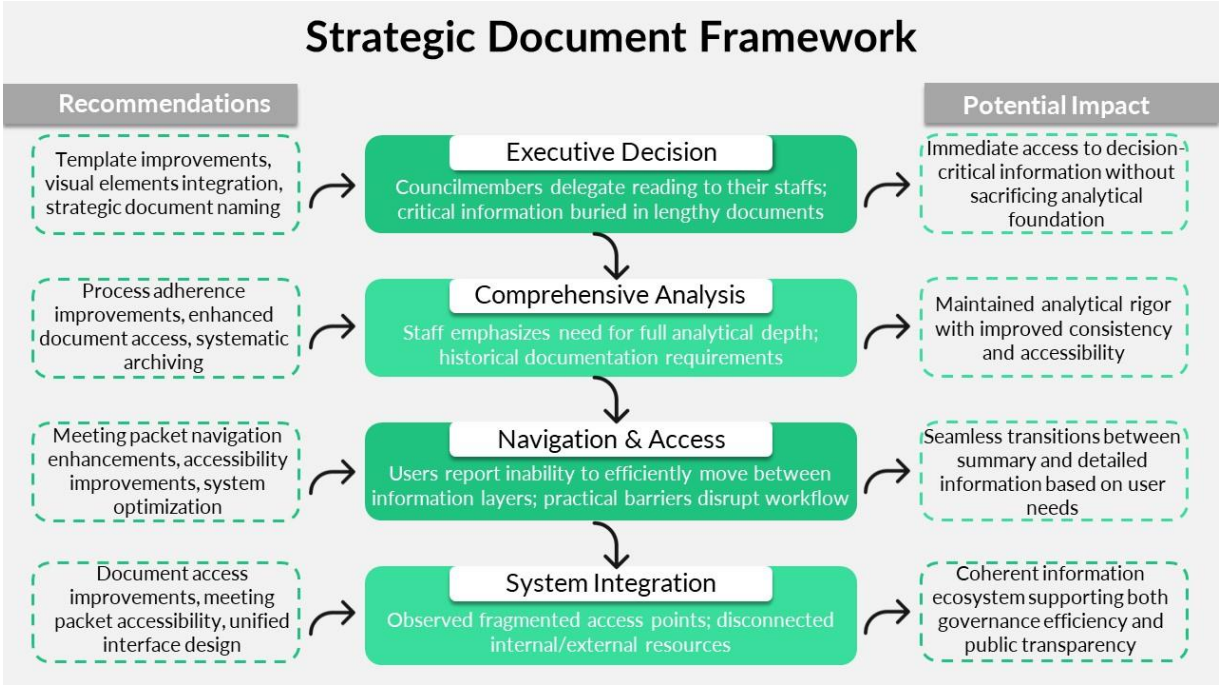

Figure 2: Strategic Document Framework

This framework transforms the current single-document approach into a strategic information system where each component reinforces the others. The following subsections examine how stakeholder feedback aligns with proven practices from other jurisdictions, creating opportunities that can be pursued individually or as part of a comprehensive approach to meeting King County's diverse stakeholder needs.

8.1 Template Analysis

The Strategic Document Framework's success depends on template structures that clearly differentiate between information tiers. The following formatting improvements create the visual hierarchy essential for users to quickly identify executive summaries, locate key decision points, and navigate to

comprehensive analysis when needed. These template standards ensure that each information layer serves its intended purpose within the layered approach.

8.1.1 Current Challenges

Based on an analysis of the King County's staff reports, stakeholder feedback, and benchmarking analysis, we have identified several opportunities for improving the formatting of existing templates that would enhance the effectiveness of staff reports and other council communications. Specific examples include:

- Dense text blocks formatted in full justification which is known to be difficult to scan or skim
- Critical information buried within lengthy paragraphs
- Tables lacking visual hierarchy and consistent formatting
- Section headings without sufficient prominence
- Decision points that require extensive reading to locate

8.1.2 Recommendations

Area	Current Practice	Possible Change	Benefit
Document structure	Information buried in paragraphs	Lead with executive summary and decision points	Immediate focus on key issues requiring councilmember action
Text formatting	Full justification, minimal spacing	Left-aligned text with increased white space	Improved readability and reduced eye strain
Visual elements	Inconsistent table formatting	Standardized tables with clear headers and borders	Faster data comprehension
Content organization	Dense paragraphs	Bulleted lists and/or bold text used for key points	Easier to scan or skim information
Navigation	Minimal visual hierarchy	Consistent heading and subheading structure and numbering	Easier to locate specific information

Table 5: Template Analysis – Recommendations

8.1.3 Template Analysis Comparison

The short video at this link provides a visual template analysis of King County Council's departmental report as compared to other jurisdictions who reported satisfaction with their templates. The demo is designed to highlight how complex information can be made into more accessible, actionable formats.

By adopting these practices, King County Council can enhance the effectiveness of council communications, ultimately improving governance efficiency and public transparency.

8.2 Visual Elements

Visual elements are critical to the Strategic Document Framework's layered approach, transforming dense data into accessible executive summaries while preserving analytical depth. Strategic integration of charts, graphs, and visual highlights enables the document framework to serve both time-constrained decision-makers who need immediate comprehension and stakeholders requiring detailed analysis. Frequently cited educational and training literature reveals*:

- 65% of the population consider themselves visual learners
- 10-20% of information presented through text or speech is retained after three days, while 65% of information presented through visuals is retained after three days
- Adding colors makes visuals 39% more memorable

8.2.1 Current Challenges

Based on an analysis of the county's staff reports, stakeholder feedback, benchmarking analysis, and best practices research, we have identified several opportunities for improving the formatting and presentation of data for improved decision making. Specific examples include:

- Dense financial information with difficult-to-scan numerical data
- Critical decision points buried within extensive datasets
- Limited visual differentiation between primary and supporting information
- Financial comparisons presented without visual aids or graphical elements

8.2.2 Recommendations

Area	Current Practice	Possible Change	Benefit
Document structure	Detailed information without visual summaries	Lead with executive summary and visual highlights	Immediate focus on key issues requiring council action
Visual formatting	Dense numerical presentation with minimal visual cues	Standardized presentation with clear hierarchy and strategic emphasis	Faster data comprehension
Visual elements	Limited use of charts and graphs	Integration of simple visuals for key comparisons	Enhanced understanding of relationships and trends
Content organization	Comprehensive data presented all at once	Focused summaries followed by supporting details	Enhanced scanability for busy decision-makers

*Pashler, H., McDaniel, M., Rohrer, D., & Bjork, R. (2008). Learning styles: Concepts and evidence. Psychological Science in the Public Interest, 9(3), 105–119.

Technology approach	Word-based presentation	Excel-based presentation for financial data	Greater formatting control and visualization capabilities

Table 6: Visual Elements - Recommendations

8.2.3 Visual Elements Comparison

This link provides a visual demonstration comparing King County's current reporting approach with the City of Seattle's more visually accessible methods. The recording highlights how the same financial information can be presented in ways that dramatically improve comprehension and decision-making.

By implementing the practices demonstrated in the recording, King County could maintain its comprehensive approach while making information significantly more accessible to councilmembers. The transition to Excel-based presentation would further enable rapid generation of charts, automatic calculation of percentage changes, and seamless transition from detailed reports to presentations — directly addressing councilmembers' request for enhanced visualization.

For demonstrative purposes, mockups have been included within Appendix C to accelerate internal discussion around the benefits and costs of making formatting changes to the existing templates.

8.3 Document Naming

The Strategic Document Framework requires naming conventions that immediately signal which information layer users are accessing. Consistent file naming enables stakeholders to efficiently navigate between executive summaries, visual highlights, and comprehensive analysis without opening documents to determine content level. Clear naming supports the layered approach by helping users choose their appropriate level of detail from the document title alone.

8.3.1 Current Challenges

Based on an analysis of King County's document naming systems, stakeholder feedback, and benchmarking with other jurisdictions, we have identified several opportunities for improving how documents are named and organized. Specific examples include:

- Alphanumeric codes (e.g., "2023-1236_ATT2A_ContractDated_01172023")
- Attachments without descriptive titles
- Abbreviated file naming (SR, ATT1, AMD1, AMDS1) requiring specialized knowledge
- No logical ordering of supporting materials by relevance or type
- Document relationships are not readily apparent from file names

8.3.2 Recommendations

Area	Current Practice	Possible Change	Benefit
File naming conventions	Attachment Titles with technical codes and abbreviations	Descriptive plain language titles	Immediate recognition of document content without opening files
Document sequencing	Attachment order does not follow a standard	Logical sequencing based on decision-making workflow	Improved meeting preparation and document context

Table 7: Document Naming – Recommendations

8.3.3 Document Naming Comparison

This link provides a visual comparison between current King County naming conventions and the more intuitive approaches used by Snohomish County and the City of Seattle. The examples demonstrate how descriptive naming transforms technical identifiers into accessible references.

By implementing these types of convention improvements, it is expected that document search time will be reduced, meeting preparation efficiency will increase, and constituent access to public information will improve.

8.4 Process Adherence

The Strategic Document Framework can only succeed through consistent procedural implementation across all staff and materials. Process adherence ensures that the layered approach — executive summaries, visual highlights, and comprehensive analysis — is systematically applied rather than implemented inconsistently. Training and workflow improvements sustain the document framework's effectiveness by ensuring all meeting materials follow the established framework for serving diverse stakeholder needs.

8.4.1 Current Challenges

Based on an analysis of King County's procedural implementation, stakeholder feedback, and benchmarking analysis, we have identified several opportunities for improving process adherence and consistency across King County Council operations. Specific examples include:

- Lack of consistently followed document naming conventions between policy staff, council assistants, and clerks
- Granicus functionality being underutilized based on deviations from King County's system design.
- Email-based workarounds creating system fragmentation and diminishing information integrity
- Limited support mechanisms for continuous process improvement and staff development

8.4.2 Recommendations

Area	Current Practice	Possible Change	Benefit
Staff development	Irregular training and limited familiarity with procedural guides	Comprehensive education program with scheduled refreshers	Consistent understanding and improved procedural literacy across departments
Improvement culture	Reactive approach with undefined channels for updates	Proactive coaching with structured notification system for changes	Supportive environment fostering excellence and ongoing professional growth
System optimization	Email workarounds and inconsistent tracking of works-in-progress	Standardized use of Granicus capabilities and optimized legislative system	Consolidated information management with improved version control and traceability
Communication flow	Disconnected materials without clear context or linkage to agenda items	Leverage direct hyperlinks to agenda items in communications and specific agenda items	Enhanced context and reduced search time for relevant materials

Table 8: Process Adherence – Recommendations

8.4.3 Process Adherence Comparison

Note: Visual demonstrations are not included for this section due to the internal process nature of this analysis. Reference jurisdictions provide effective models:

- The State of Washington Legislature implements regular training programs for both new hires and established staff, with formal training for process changes as part of their structured change management approach.
- The County of San Bernardino maintains process consistency through centralized oversight, including the removal of non-compliant items from agendas unless executive approval is granted. This accountability model effectively reshapes behavioral patterns toward desired process outcomes.

By implementing these recommended practices, King County Council can significantly enhance process adherence, reduce procedural errors, and improve overall governance efficiency. The emphasis on coaching, mentoring, and continuous improvement fosters a supportive environment where staff can excel while maintaining procedural integrity.

8.5 Document Access

The Strategic Document Framework's layered approach requires technical infrastructure that supports seamless movement between information layers. Document access improvements ensure users can efficiently transition from executive summaries to comprehensive analysis without technical barriers disrupting their workflow. These system enhancements enable the information architecture to function as intended, allowing stakeholders to navigate between layers based on their needs and time availability.

8.5.1 Current Challenges

Based on analysis of King County's Legistar implementation, stakeholder feedback, and comparison with other Legistar jurisdictions, we have identified several opportunities for improving how council documents and attachments are accessed and viewed. The primary challenge involves attachments in the Legistar system that currently prompt unnecessary downloads rather than displaying content directly in the browser. This creates a disjointed user experience with cluttered download folders, window management issues, and additional steps to access information. Councilmembers and staff must manually manage downloaded files, creating inefficiency in the review process.

8.5.2 Recommendations

Area	Current Practice	Possible Change	Benefit
Document viewing	Attachments prompt download to local storage requiring manual opening	IT-implemented inline viewing configuration for PDFs and documents	Streamlined access with reduced clutter and fewer steps to view content
System configuration	Technical settings force downloads instead of viewing	IT adjustment of content delivery settings in Legistar	More intuitive document access aligned with modern web standards
Navigation experience	Multiple windows and downloads disrupt workflow	Single-browser viewing with back-button navigation	Maintain context and reduce cognitive load when reviewing materials

Table 9: Document Access – Recommendations

8.5.3 Document Access Comparison

This link takes you to a King County Council provides a visual demonstration comparing King County's current Legistar attachment behavior with the more streamlined approaches used by the City of Seattle and San Bernardino County Legistar implementations. The recording highlights how the same platform can be configured to display documents inline rather than forcing downloads, significantly improving the user experience.

By implementing these recommended practices, King County Council can significantly enhance document access and streamline the review process for both staff and the public. Technical adjustments by the IT department to how documents are served within Legistar will reduce friction in accessing information while maintaining security and functionality. These changes align with modern web usability expectations and will improve overall efficiency in council operations and public transparency.

8.6 Meeting Packet Navigation

Advanced navigation capabilities are fundamental to the Meeting Strategic Document Framework's success, enabling users to move fluidly between executive summaries, visual highlights, and detailed analysis while maintaining context. Enhanced PDF navigation and browser configuration ensure that the layered information approach functions seamlessly, allowing stakeholders to access their appropriate level of detail without technical obstacles undermining the document framework's effectiveness.

8.6.1 Current Challenges

Based on an analysis of King County's meeting packet navigation and stakeholder feedback, we have identified opportunities for improving how users navigate PDF meeting packets. The primary challenge involves hyperlinks within meeting packet PDFs that enhance navigation to specific document sections but significantly decrease usability when users cannot easily return to their original location. Common browsers like Microsoft Edge and Chrome do not support "back" navigation within PDFs, forcing users to manually scroll or remember page numbers to return to their previous position. This creates a disjointed reading experience, particularly when reviewing complex agenda materials with frequent cross-references.

8.6.2 Recommendations

Area	Current Practice	Possible Change	Benefit
PDF viewing tools	Default use of browser-based viewers with navigation limitations	Standardized use of full-featured PDF readers (Adobe, Foxit)	Enhanced navigation with functional back-button and improved meeting packet usability
User training	Limited awareness of PDF navigation options	Comprehensive education on viewer selection and navigation shortcuts	Efficient review of meeting materials with minimal disruption to reading flow
Document structure	Hyperlinked content without navigation guidance	Enhanced document structure with strategic navigation elements	More intuitive document flow with improved accessibility
Browser configuration	Default browser PDF handling	Configured settings to open PDFs in dedicated readers	Consistent navigation experience across all council documents

Table 10: Meeting Packet Navigation - Recommendations

8.6.3 Meeting Packet Navigation Comparison

Note: Visual demonstrations are not included for this section, but practical alternatives exist:

- Mozilla Firefox includes internal back-navigation in its PDF viewer, demonstrating that browser-based viewers can incorporate this functionality
- Adobe Acrobat Reader and Foxit Reader provide seamless navigation with Alt+← keyboard shortcuts to return to original locations after following hyperlinks

By implementing these recommended practices, King County Council can significantly enhance the usability of meeting packets and improve the efficiency of document review. The emphasis on proper tool selection and user training creates an environment where hyperlinks enhance rather than hinder navigation. Strategic improvements to document structure and viewer configuration will ensure councilmembers and staff can navigate complex meeting materials with reduced friction.

8.7 Meeting Packet Accessibility

Comprehensive accessibility ensures that the Strategic Document Framework serves all stakeholders through integrated calendar access, systematic archiving, and aligned internal-external resources. These accessibility improvements enable the layered approach to function across all platforms and user groups, ensuring that executive summaries, visual highlights, and comprehensive analysis are equally available to councilmembers, policy staff, and the public through streamlined access points.

8.7.1 Current Challenges

Based on an analysis of King County's meeting packet access systems, stakeholder feedback, and benchmarking with other jurisdictions, we have identified several opportunities for improving how council meeting materials are accessed and archived. Specific examples include:

- No visibility to meeting packets on the Meeting Calendar page
- Location of Meeting Packets on the County Council Meeting page is difficult to find and disconnected from document visibility / availability process
- Absence of transparent or searchable historical archiving, creating gaps in institutional memory and public accountability
- Offline internal distribution of meeting packets drives users away from usage of Granicus Legistar as the system used throughout the process.

8.7.2 Recommendations

Area	Current Practice	Possible Change	Benefit
Granicus calendar integration	Meeting calendar lacks direct packet access requiring multiple page navigation	Integration of Meeting Packet within Granicus	Streamlined access reducing preparation time for councilmembers and constituents
Document workflow	Disconnected access between meetings and supporting materials	Unified interface linking scheduled meetings to agendas, staff reports, and exhibits	Consistent document relationships with improved meeting preparation efficiency
Historical access	Limited archiving without searchable format	Systematic packet archive searchable by date, topic, or committee	Enhanced institutional memory and improved public accountability
System utilization	Underutilized Granicus Legistar capabilities	Full activation of InSite configuration for packet management	Leveraged existing infrastructure investment with enhanced functionality
Public transparency	Discrepancies between internal and external document access	Aligned internal and external resources ensuring single source of truth	Improved public trust and transparency with consistent information access

Table 11: Meeting Packet Accessibility - Recommendations

8.7.3 Meeting Packet Accessibility Comparison

Reference jurisdictions demonstrate effective models for meeting packet access:

This link provides a visual demonstration comparing King County's current lack of integration of Meeting Packets with the more streamlined approaches used by Pierce County and the City of Seattle. The recording highlights how the same platform can be configured to display Meeting Packets within the existing solution rather than requiring separate web page locations or off-line workarounds internally.

By implementing these proven practices, King County Council can leverage its existing Granicus Legistar infrastructure while significantly enhancing meeting packet accessibility. The recommended transition to calendar-integrated posting, systematic archiving, and aligned internal-external resources will improve governance efficiency and public transparency. Technical configuration through Granicus support, combined with standardized packet posting policies, will transform the current fragmented approach into a comprehensive document management system that serves both council operations and constituent needs.

8.8 Meeting Materials and King County Television, YouTube, Cable Channels, and Website

While the King County website and King County television, as well as the other ways to access meetings such as YouTube, Vimeo, Legistar, Facebook, and cable channels were not in-scope for this analysis, it was noted during observation work that there are opportunities to enhance the meeting materials experience related to these mediums.

8.8.1 Current Challenges

- Suboptimal Platform Visibility: Legistar provides the most comprehensive user experience, allowing simultaneous video viewing and document review, yet is difficult to locate through standard information channels
- Incomplete Platform Documentation: The primary King County television website lacks comprehensive information about all available viewing options and optimal usage guidance
- User Experience Gaps: No clear guidance exists for constituents on how to effectively navigate and utilize available meeting platforms

8.8.2 Technical and Operational Issues

- Scheduling System Deficiency: Known system error prevents standing meetings from appearing on broadcast schedules until post-occurrence, limiting advance planning capabilities
- Accessibility Conflicts: Closed captioning placement interferes with headline visibility, creating accessibility barriers
- Production Quality: Camera focus on staff presenters rather than presentation materials reduces engagement and information clarity
- Brand Consistency: Outdated social media references (Twitter vs. X) indicate maintenance gaps

8.8.3 Recommendations

Area	Current Practice	Possible Change	Benefit
Enhance Legistar discoverability	No prominent placement of the best medium for access and interacting with meeting materials	Implement prominent placement and clear navigation pathways for accessing and interacting with meeting materials when watching live or taped meetings while stately clearly that the only way to simultaneously see and scroll through meeting materials is via Legistar https://king.granicus.com	Clarity on the best way to interact with meeting materials while watching meetings

Reduce number of clicks to get to KCTV and Broadcast Schedule	Kingcounty.gov front page does not have a direct link to KCTV	Add link to KCTV on front page of kingcounty.gov site	Increased visibility and better access to KCTV and King County Committee and Council Meetings
Ease of finding information about King County Council	Extensive scrolls need to happen to find information about King County Council	Move information about the King County Council higher up on the kingcounty.gov front page	Increased visibility and better access to KCTV and King County Committee and Council Meetings
KCTV schedule system deficiency	Standing Committee and Council meetings do not show up on the broadcast agenda on the website	Include standing meetings in the broadcast schedule	Possible increase in public viewership of KCTV standing meetings
KCTV camera views	Camera often focuses on policy staff member reading from the staff report	Implement dynamic camera work focusing on presentation materials and visual aids Include staff report on right side of screen so viewers can watch the meeting and scroll through the report real-time	Enhanced viewer comprehension Ability to interact with reports while simultaneously watching the meeting
KCTV accessibility conflicts	Closed captioning words are overtop of headline words such that viewer cannot read the headline	Move either the closed captioning or the head information so they are not on interfering and obstructing each other	Improved readibility
Outdated social media references	Former “Twitter” name and logo is still being used on the KCTV website	Update current branding or remove if X is no longer a relevant social	Up-to-date social media information

Table 12: King County Television (KCTV), Websites, and other Channels - Recommendations

9. Sample Implementation Approach

Successful implementation requires coordinated deployment of both the Strategic Document Framework and corresponding stakeholder alignment and change management initiatives. The technical document improvements must be accompanied by stakeholder alignment activities, capability building, and process enhancements to ensure sustainable adoption and stakeholder buy-in. The below phases are representative of a sample implementation plan. The specifics of phase scope need to be based on stakeholder priorities, skilled resource availability, IT dependencies, cost, and ease of implementation.

9.1 Sample Implementation Phases

9.1.1 Phase 1: Foundation Building (Months 1-3)

Objective: Establish organizational alignment and prepare for technical changes

Critical Activities:

- Facilitate joint sessions between staff and councilmembers to establish shared understanding of meeting materials' primary audience(s), purpose(s), and usage(s)
- Align all stakeholders on Current State Documentation, finalize any outstanding mapping of existing workflows, and identify all stakeholders impacted by proposed changes
- Evaluate staffing, technology, and budget requirements for subsequent phases
- Develop stakeholder communication strategy to manage expectations and build support for changes

Success Metrics:

- Documented agreement on meeting materials' audience and purpose
- Stakeholder buy-in assessment scores above 70%
- Completed impact analysis for all proposed changes
- Communication plan approval from leadership

9.1.2 Phase 2: Quick Wins Implementation (Months 2-4)

Objective: Build momentum through high-impact, low-complexity improvements

Technical Quick Wins:

- **Document Access Enhancement:** Configure Legistar to display PDFs inline rather than forcing downloads

- **Navigation Improvements:** Implement standardized PDF viewing recommendations and provide user training
- **Naming Convention Standards:** Deploy consistent, descriptive file naming across all meeting materials

Process Quick Wins:

- **Pre-briefing Meeting Structure:** Establish standardized protocols for when and how pre-briefing meetings occur
- **Training Enhancements:** Integrate audience and purpose clarity into existing policy team and councilmember training programs

Success Metrics:

- 50% reduction in document access time
- 90% adoption of new naming conventions
- Pre-briefing meeting attendance above 75% for complex items
- User satisfaction scores improvement of 25%

9.1.3 Phase 3: Strategic Document Framework Rollout (Months 4-8)

Objective: Implement layered information design while maintaining analytical rigor

Template Development:

- **Executive Summary Templates:** Create standardized formats that lead with decision points and key information
- **Visual Integration Standards:** Develop guidelines for incorporating charts, graphs, and visual elements
- **Comprehensive Analysis Framework:** Maintain detailed analytical content while improving structure and readability

Pilot Implementation:

- **Committee Selection:** Begin with one committee to test new framework before full deployment
- **Feedback Integration:** Establish regular feedback loops to refine templates based on user experience
- **Staff Training:** Provide comprehensive training on new templates and visual design principles

Success Metrics:

- Councilmember readership rates increase by 40%
- Meeting preparation time reduction of 30%
- Staff report completion time remains stable or improves
- Template adoption rate above 85%

9.1.4 Phase 4: System Integration and Optimization (Months 6-10)

Objective: Create seamless information ecosystem supporting both governance and transparency

Technology Enhancement:

- **Granicus Calendar Integration:** Link meeting packets directly to calendar entries
- **Historical Archive System:** Implement searchable archive for past meeting materials
- **Mobile Optimization:** Ensure all materials display effectively on tablets and mobile devices

Process Refinement:

- **Quality Assurance:** Implement regular audits to ensure process adherence
- **Continuous Improvement:** Establish feedback mechanisms for ongoing refinement
- **Public Access Enhancement:** Align internal and external document access points

Success Metrics:

- 100% calendar integration for meeting packets
- Archive search functionality operational
- Mobile usability scores above 80%
- Process adherence rates above 90%

Process Considerations: Changes to meeting materials impact multiple workflows and stakeholders, requiring consideration of both technical and cultural factors, resource constraints, and end-to-end process implications.

Appendix A: Definitions

Additional Materials: Any information that comes in after a meeting packet is posted but before the meeting takes place.

Attachments: Proposed Ordinance/Motion, Amendment(s) (if there are amendments), Transmittal Letter, Fiscal Note, and Alternate Amendment Deadline Schedule (if applicable)

Document Channels: Materials come from multiple channels (email, Legistar) and in various formats (PDFs, Word docs, links)

Meeting Materials: Highest level term that includes meeting packets and additional materials

Meeting Packets: Includes Agendas, Minutes, Staff Reports, Legislation, and standard supporting items attached to legislation.

Staff Reports: A report written by a policy team member necessary for documentation and understanding of council actions

Strategic Document Framework: Distinct information layers that serve different user needs and time constraints.

Appendix B: Current State Process Flow

Available for Direct Access:

Process Flow Interactive - valid through July 2025

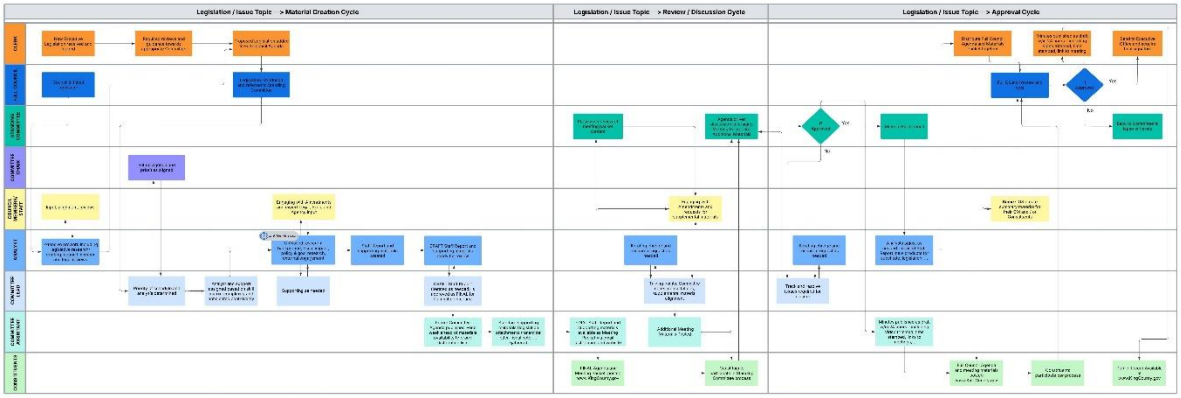

Figure 3: Process Flow Interactive - valid through July 2025

PowerPoint Visuals:

KC%20Legislative%20Con

Appendix C: Mockup Templates for Staff Reports

Current State Example:

Current State Staff Report_Priority Hire

Mockup Templates

For demonstrative purposes, mockups of this report have been included to accelerate internal discussion around the benefits and costs of formatting changes to the existing templates as well as a graphical summary of the report.

Mockup: Reformated SR_Priority Hire

Mockup: Summary Slide_Priority Hire

Appendix D: Focus Group and 1: 1 Interview Questions

1. What meeting materials (we define meeting materials as: staff reports, agendas, and supporting materials) do you rely on most frequently?

2. How do you use the meeting materials?

3. Which materials are most helpful when engaging with constituents about council decisions? Which are least helpful and why?

4. Who do you view as the primary audiences/customers of the meeting materials?

5. How would you describe the purpose of the meeting materials?

6. In what ways does the current state (meeting materials products as well as processes) meet your needs?

7. Do you have suggestions for ways meeting materials products could better meet your needs?

Appendix E: Benchmark Questions

Respondent Information

1. Jurisdiction Name: _____
2. Your Role/Title: _____
3. Population of your jurisdiction: _____
4. Number of councilmembers in your jurisdiction: _____
5. Number of Policy team members supporting the council: _____

Document Metrics and Structure

6. What is the average length of your staff reports?
    - □ 1-5 pages
    - □ 6-10 pages
    - □ 11-20 pages
    - □ 21-50 pages
    - □ 51-100 pages
    - □ 101+ pages
7. Which types of meeting materials do you regularly produce? (Select all that apply)
    - □ Staff reports
    - □ PowerPoint presentations
    - □ Executive summaries
    - □ Visual infographics
    - □ Memos
    - □ Briefing documents
    - □ Other: _____
8. What percentage of your meeting materials include visual elements (charts, graphs, etc.)?
    - □ 0-25%
    - □ 26-50%
    - □ 51-75%
    - □ 76-100%
9. How do you balance comprehensive documentation with accessibility? (Select all that apply)
    - □ Executive summaries of longer reports
    - □ Visual dashboards
    - □ Standardized report templates
    - □ Plain language requirements
    - □ Translation into other languages
    - □ Other: _____

Timeline and Process

10. How many days before a meeting is your agenda typically finalized?
    - □ Less than 24 hours
    - □ 1-2 days
    - □ 3-5 days
    - □ 6-9 days
    - □ 10-14 days
    - □ More than 14 days
11. How many days before a meeting are staff reports distributed to councilmembers?
    - □ 1-3 days
    - □ 4-7 days
    - □ 8-14 days
    - □ 15+ days
12. What percentage of meetings have last-minute agenda changes (within 48 hours of meeting)?
    - □ 0-25%
    - □ 26-50%
    - □ 51-75%
    - □ 76-100%
13. What percentage of meetings have last-minute agenda changes (within 24 hours of meeting)?
    - □ 0-25%
    - □ 26-50%
    - □ 51-75%
    - □ 76-100%
14. How often do you conduct pre-meeting briefings with councilmembers?
    - □ Never
    - □ Rarely (less than 25% of meetings)
    - □ Sometimes (25-50% of meetings)
    - □ Often (51-75% of meetings)
    - □ Always (more than 75% of meetings)
15. Who participates in pre-meeting briefings? (Select all that apply)
    - □ All councilmembers
    - □ Committee chairs only
    - □ Policy team
    - □ Department heads
    - □ Council personal staff
    - □ Other: _____

Staff Resources and Roles

15. How many staff hours on average are spent preparing materials for each council meeting?
    - □ 1-10 hours
    - □ 11-20 hours
    - □ 21-40 hours
    - □ 41-60 hours
    - □ 61+ hours
16. Who primarily creates different components of meeting materials? (Please allocate percentages)
    - Central/Policy Staff: ____%
    - Councilmembers' Personal Staff: ____%
    - Department Staff: ____%
    - Communications Staff: ____%
    - External Contractors: ____%
    - Other: ____% (please specify: _____) (Total should equal 100%)
17. Who primarily creates visual presentations for council meetings?
    - □ Central/Policy Staff
    - □ Councilmembers' Personal Staff
    - □ Communications Staff
    - □ Department Staff
    - □ External Contractors
    - □ Other: _____
18. Please rate the clarity of roles between the policy team and personal staff in creating meeting materials:
    - □ 1 - Very unclear
    - □ 2 - Somewhat unclear
    - □ 3 - Neutral
    - □ 4 - Somewhat clear
    - □ 5 - Very clear
19. What training is provided for creating meeting materials? (Only include training offered while staff are in their roles, do not include training they received before they took the role). Select all that apply)
    - □ Formal document design training
    - □ Data visualization training
    - □ Plain language writing
    - □ Policy analysis
    - □ Presentation skills
    - □ No formal training
    - □ Other: _____
20. How do you maintain objectivity while making information accessible in your materials?
    - □ Peer review process

- □ Structured templates
- □ Editorial guidelines
- □ Independent fact-checking
- □ Other: _____

Technology and Access

21. What document management system do you use?
    - □ Microsoft SharePoint
    - □ Google Workspace
    - □ Granicus/Legistar
    - □ Custom-built system
    - □ Other: _____
22. Rate the effectiveness of your document management system:
    - □ 1 - Not effective at all
    - □ 2 - Slightly effective
    - □ 3 - Moderately effective
    - □ 4 - Very effective
    - □ 5 - Extremely effective
23. How do you name and organize documents for easy retrieval? (Select all that apply)
    - □ Standardized naming conventions
    - □ Document metadata tagging
    - □ Folder hierarchies
    - □ Searchable database
    - □ Other: _____
24. What formats do you provide materials in? (Select all that apply)
    - □ PDF
    - □ Hyperlinked documents
    - □ HTML/web-based
    - □ Word/editable formats
    - □ Machine-readable data
    - □ Other: _____
25. What percentage of councilmembers primarily use digital vs. printed materials?
    - Digital: _____%
    - Printed: _____% (Should total 100%)
26. How would you rate the public's ability to access meeting materials on your website?
    - □ 1 - Very difficult
    - □ 2 - Somewhat difficult
    - □ 3 - Neutral
    - □ 4 - Somewhat easy

- □ 5 - Very easy
- I don't know.

27. How many clicks does it take for a member of the public to access the current meeting agenda from your homepage?
    - □ 1 click
    - □ 2 clicks
    - □ 3 clicks
    - □ 4+ clicks
28. What percentage of meeting materials are made available to the public?
    - □ 0-25%
    - □ 26-50%
    - □ 51-75%
    - □ 76-100%

Evaluation and Improvement

29. How do you gather feedback on meeting materials? (Select all that apply)
    - □ Formal surveys
    - □ Informal feedback
    - □ Focus groups
    - □ Analytics tracking
    - □ User testing
    - □ We don't systematically gather feedback
    - □ Other: _____
30. How would you rate Councilmember satisfaction with meeting materials?
    - □ 1 - Very dissatisfied
    - □ 2 - Somewhat dissatisfied
    - □ 3 - Neutral
    - □ 4 - Somewhat satisfied
    - □ 5 - Very satisfied
31. How would you rate staff satisfaction with the meeting materials process?
    - □ 1 - Very dissatisfied
    - □ 2 - Somewhat dissatisfied
    - □ 3 - Neutral
    - □ 4 - Somewhat satisfied
    - □ 5 - Very satisfied
32. How effective are your meeting materials in informing the public about council decisions?
    - □ 1 - Not effective at all
    - □ 2 - Slightly effective
    - □ 3 - Moderately effective

- □ 4 - Very effective
- □ 5 - Extremely effective

33. What metrics do you use to evaluate the effectiveness of your meeting materials? (Select all that apply)
    - □ Public engagement metrics
    - □ Councilmember feedback
    - □ Meeting efficiency
    - □ Website analytics
    - □ Media coverage
    - □ We don't use metrics
    - □ Other: _____
34. What recent changes have improved your meeting materials process?

_____

_____

_____

35. What has been your most successful innovation in meeting materials in the past 2-3 years?

_____

Appendix F: Benchmark Findings