King County

Meeting Agenda

Government Accountability and Oversight Committee

Councilmembers:
Pete von Reichbauer, Chair;
Dave Upthegrove, Vice Chair;
Claudia Balducci, Reagan Dunn

Lead Staff: Melissa Bailey (206-263-0114)
Committee Clerk: Blake Wells (206-263-1617)

10:00 AM	**Tuesday, December 10, 2024**	**Hybrid Meeting**

SPECIAL MEETING

Hybrid Meetings: Attend the King County Council committee meetings in person in Council Chambers (Room 1001), 516 3rd Avenue in Seattle, or through remote access. Details on how to attend and/or to provide comment remotely are listed below.

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.

HOW TO PROVIDE PUBLIC COMMENT: The Government Accountability and Oversight Committee values community input and looks forward to hearing from you on agenda items.

There are three ways to provide public comment:
1.   In person: You may attend the meeting and provide comment in the Council Chambers.
2.   By email: You may comment in writing on current agenda items by submitting your email comments to kcccomitt@kingcounty.gov. If your email is received before 8:00 a.m. on the day of the meeting, your email comments will be distributed to the committee members and appropriate staff prior to the meeting.
3.   Remote attendance at the meeting by phone or computer: You may provide oral comment on current agenda items during the meeting's public comment period by connecting to the meeting via phone or computer using the ZOOM application at https://zoom.us/signin, and entering the webinar ID number below.

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.

You are not required to sign up in advance. Comments are limited to current agenda items.

You have the right to language access services at no cost to you. To request these services, please contact Language Access Coordinator, Tera Chea, at 206 477 9259 or email Tera.chea2@kingcounty.gov by 8:00 a.m. three business days prior to the meeting.

CONNECTING TO THE WEBINAR:
Webinar Meeting ID: 837 8133 8556

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. Connecting in this manner, however, may impact your ability to be unmuted to speak.

HOW TO WATCH/LISTEN TO THE MEETING REMOTELY: There are several ways to watch or listen in to the meeting:
1)   Stream online via this link: www.kingcounty.gov/kctv, or input the link web address into your web browser.
2)   Watch King County TV Comcast Channel 22 and 322(HD), Astound Broadband Channels 22 and 711(HD).
3)   Listen to the meeting by telephone – See "Connecting to the Webinar" above.

To help us manage the meeting, if you do not wish to be called upon for public comment please use the Livestream or King County TV options listed above, if possible, to watch or listen to the meeting.

1.   **Call to Order**

2.   **Roll Call**

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

3.   **Approval of Minutes**   **p. 6**

      September 10, 2024 meeting minutes

4.   **Public Comment**

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.

Discussion and Possible Action

5.   [Proposed Motion No. 2024-0325](#) **p. 9**

A MOTION confirming the executive's appointment of Stuart Rolfe, who resides in council district two, to the Washington State Convention Center Public Facilities District (aka Seattle Convention Center) board of directors.

>   ***Sponsors:***   Zahilay and Dembowski

Olivia Brey, Council staff

6.   [Proposed Motion No. 2024-0285](#) **p. 14**

A MOTION confirming the executive's appointment of Donny Stevenson, who resides in council district seven, to the Washington state major league baseball stadium public facilities district board of directors.

>   ***Sponsors:***   von Reichbauer

Olivia Brey, Council staff

7.   [Proposed Motion No. 2024-0248](#) **p. 21**

A MOTION confirming the executive's appointment of Donna Lurie, who works in council district three, to the King County personnel board.

>   ***Sponsors:***   Perry

Gene Paul, Council staff

8.   [Proposed Motion No. 2024-0249](#) **p. 21**

A MOTION confirming the executive's appointment of Lauren Berkowitz, who resides in council district eight, to the King County personnel board.

>   ***Sponsors:***   Mosqueda

Gene Paul, Council staff

9.   Proposed Motion No. 2024-0288 **p. 30**

A MOTION adopting the King County Strategic InformationTechnology Plan 2024-2027, which identifies technology objectives and strategies that provide clear direction and guidance for information technology efforts and investments in King County.

   Sponsors: von Reichbauer

Terra Rose, Council staff

10.   Proposed Motion No. 2024-0276 **p. 99**

A MOTION adopting the King County Youth Bill of Rights and Report in accordance with Ordinance 17738, Section 4.A.2.

   Sponsors: Mosqueda and Dembowski

Olivia Brey, Council staff

11.   Proposed Motion No. 2024-0386 **p. 142**

A MOTION relating to the establishment of policy and operational priorities to inform long-term planning and implementation of the county's civic campus planning initiative.

   Sponsors: von Reichbauer and Balducci

Jennifer Hills, Deputy Chief Operating Officer, King County Executive's Office
Calli Knight, Director of Strategic Initiatives and Partnerships, King County Executive's Office

12.   Proposed Motion No. 2024-0395 **p. 155**

A MOTION related to council adoption of the King County Auditor's Office Work Program 2025.

   Sponsors: von Reichbauer

Kymber Waltmunson, King County Auditor

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.

Briefings

13. [Briefing No. 2024-B0127](#) **p. 159**

Auditor Briefing: County Space Planning

Ben Thompson, Audit Director, King County Auditor's Office
Cindy Drake, Supervising Capital Projects Auditor, King County Auditor's Office
Zainab Nejati, Capital Projects Analyst, King County Auditor's Office

14. [Briefing No. 2024-B0126](#) **p. 160**

Compensation Request

Jay Osborne, Director, Department of Human Resources
Jason Cossette, Classification and Compensation Services Manager, Department of Human Resources

Adjournment

King County

1200 King County
Courthouse
516 Third Avenue
Seattle, WA 98104

Meeting Minutes

Government Accountability and Oversight Committee

Councilmembers:
Pete von Reichbauer, Chair;
Dave Upthegrove, Vice Chair;
Claudia Balducci, Reagan Dunn

Lead Staff: Melissa Bailey (206-263-0114)
Committee Clerk: Blake Wells (206-263-1617)

9:00 AM	Tuesday, September 10, 2024	Hybrid Meeting

SPECIAL MEETING
REVISED AGENDA
DRAFT MINUTES

1.   **Call to Order**

Chair von Reichbauer called the meeting to order at 9:09 AM.

2.   **Roll Call**

Present: 4 - Upthegrove, von Reichbauer, Balducci and Dunn

3.   **Approval of Minutes**

Vice Chair Upthegrove moved approval of the July 9, 2024 meeting minutes. There being no objections, the minutes were approved.

Briefings

4.   **Briefing No. 2024-B0104**

King County International Airport Project Updates

John Parrott, Director, King County International Airport, and David Decoteau, Deputy Director, King County International Airport, briefed the committee via PowerPoint presentation and answered questions from the members.

This matter was presented.

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5.   **Briefing No. 2024-B0105**

King County International Airport Stakeholders Panel

> *Brian Algiers, Labor Representative Appointee, KCIA Roundtable, Cindy Hales,
> President, Pacific Northwest Business Aviation Association, Erik Utter, Chair, KCIA
> Roundtable, Mark McIntyre, Member, Friends of Boeing Field and KCIA Roundtable,
> and Matt Hayes, President and CEO, Museum of Flight, briefed the committee.*

> **This matter was presented.**

Discussion and Possible Action

6.   **Proposed Motion No. 2024-0234**

A MOTION confirming the executive's appointment of Brian Algiers, who resides in council district five, to
the King County international airport roundtable, as the labor representative from the Society of
Professional Engineering Employees in Aerospace (SPEEA).

> *Gene Paul, Council staff, and Brian Algiers, appointee, briefed the committee and
> answered questions from the members.*

> **A motion was made by Councilmember Balducci that this Motion be
> recommended do pass consent. The motion carried by the following vote:**

> **Yes:**   4 -   Upthegrove, von Reichbauer, Balducci and Dunn

7.   **Proposed Motion No. 2024-0235**

A MOTION confirming the executive's appointment of Stephen Ratzlaff, who resides in council district
two, to the King County international airport roundtable, as a representative from a pilots' association.

> *Gene Paul, Council staff, and Stephen Ratzlaff, appointee, briefed the committee.*

> *Councilmember Balducci moved approval of Amendment 1 and Title Amendment T1.
> The amendments were adopted.*

> **A motion was made by Councilmember Balducci that this Motion be
> recommended do pass substitute consent. The motion carried by the following
> vote:**

> **Yes:**   4 -   Upthegrove, von Reichbauer, Balducci and Dunn

8.   **Proposed Ordinance No. 2024-0273**

AN ORDINANCE relating to the citizens' elections oversight committee; and amending Ordinance 15453,
Section 3, as amended, and K.C.C.2.53.021 and adding a new section to K.C.C. chapter 2.16.

> *Sherrie Hsu, Council staff, Julie Wise, Director, Department of Elections, and Eliseo
> Juarez, Chair, Citizens' Elections Oversight Committee, briefed the committee and
> answered questions from the members.*

> **A motion was made by Councilmember Upthegrove that this Ordinance be
> recommended do pass consent. The motion carried by the following vote:**

Yes: 4 - Upthegrove, von Reichbauer, Balducci and Dunn

Adjournment

The meeting was adjourned at 10:25 AM.

Approved this _____ day of _____

_____

Clerk's Signature

Metropolitan King County Council
Government Accountability and Oversight Committee

STAFF REPORT

Agenda Item:	5	Name:	Olivia Brey
Proposed No.:	2024-0325	**Date:**	December 10, 2024

SUBJECT

Proposed Motion 2024-0325 would confirm the Executive's appointment of Stuart Rolfe, who resides in Council District Two, to the Washington State Convention Center Public Facilities District Board of Directors, for a four-year term to expire on July 31, 2028.

BACKGROUND

The Washington State Convention Center in Seattle was created by the State Legislature in 1982[1] as a public nonprofit corporation. It was governed by a nine-member board of directors appointed by the Governor. Initial construction of the Center was completed in 1988 and there have been multiple expansions since.[2]

In 2010, the state legislature passed Substitute Senate Bill 6889,[3] which facilitated the transfer of the Center to King County through the formation of a Public Facilities District (PFD). The Council approved Ordinance 16883[4] on July 19, 2010, which created the PFD to own and manage the Washington State Convention Center. The ordinance also retained the existing Convention Center board members as the initial board members of the new PFD until a new board could be constituted. Pursuant to K.C.C. chapter 2.300, the board consists of nine members, serving four-year terms:

- Three are nominated by the Executive and confirmed by the County Council; one appointment must be a representative of the lodging industry;
- Three are nominated by the Mayor of Seattle and confirmed by the City Council; one appointment must be a representative of organized labor; and
- Three are appointed by the Governor; one appointment must be a representative of the lodging industry.

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[1] Chapter 67.40 RCW
[2] The Convention Center campus includes Arch at 705 Pike (the original building, expanded in 2001), Arch at 800 Pike (completed in 2010), Summit (completed in 2023), and three parking garages, according to the Seattle Convention Center website.
[3] SSB 6889 (2010) (wa.gov)
[4] King County – File #: 2010-0366

The Convention Center has three sources of revenue:

1. Operations of the Center;
2. Hotel/motel excise tax:
   a) In Seattle: 7% of lodging charges by hotels and motels with at least 60 rooms;
   b) In King County outside Seattle: 2.8% of lodging charges by hotels and motels with at least 60 rooms; and
3. City of Seattle excise tax (in Seattle only): 2% of lodging charges by hotels and motels with at least 60 rooms.[5]

In 2022, the Washington State Convention Center changed its operating name to the Seattle Convention Center.[6]

APPOINTEE INFORMATION

Stuart Rolfe resides in Council District Two. He has worked for Wright Hotels, Inc. since 1991 and is currently the president of the company. If appointed, he would fill the requirement of a member of the lodging industry.[7] In his application, Mr. Rolfe stated that his legal experience in real estate, banking, and hospitality make him a qualified candidate for this appointment. The application materials state that he has been involved in community service activities with the Seattle Aquarium Society and Friends of Waterfront Park.

ANALYSIS

Staff have not identified any issues with the proposed appointment. It appears to be consistent with the requirements of the Washington State Convention Center PFD Board of Directors.

INVITED

- Stuart Rolfe, President, Wright Hotels, Inc.
- Linda Willanger, VP of Administration & Assistant GM, Seattle Convention Center

ATTACHMENTS

1. Proposed Motion 2024-0325
2. Transmittal Letter

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[5] RCW 36.100.040
[6] Seattle Convention Center
[7] There is currently a member of the Board of Directors, appointed by King County, who already fulfills this requirement.

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion

Proposed No. 2024-0325.1   **Sponsors** Zahilay and Dembowski

1   A MOTION confirming the executive's appointment of

2   Stuart Rolfe, who resides in council district two, to the

3   Washington State Convention Center Public Facilities

4   District (aka Seattle Convention Center) board of directors.

5   BE IT MOVED by the Council of King County:

6   The county executive's appointment of Stuart Rolfe, who resides in council

7   district two, to the Washington State Convention Center Public Facilities District (aka

1

8

9   Seattle Convention Center) board of directors, for a four-year term to expire on July 31,

10   2028, is hereby confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: None

King County

Dow Constantine

King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104
206-477-3306 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

September 23, 2024

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

Dear Councilmember Upthegrove:

This letter transmits a proposed Motion confirming the appointment of Stuart Rolfe, who resides in council district two, to the Washington State Convention Center Public Facilities District (aka Seattle Convention Center) Board of Directors, for a four-year term expiring July 31, 2028.

Mr. Rolfe's application, financial disclosure, board profile, and appointment letter, are enclosed to serve as supporting and background information to assist the Council in considering confirmation.

Thank you for your consideration of the proposed legislation. If you have any questions about this appointment, please have your staff call Tala Mahmoud, External Affairs Coordinator, at (206) 477-3306.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
                ATTN: Stephanie Cirkovich, Chief of Staff
                    Melani Hay, Clerk of the Council
        Karan Gill, Chief of Staff, Office of the Executive
        Penny Lipsou, Council Relations Director, Office of the Executive
        Tala Mahmoud, External Affairs Coordinator, Office of the Executive
        Linda Willanger, Staff Liaison
        Stuart Rolfe

Metropolitan King County Council
Government Accountability and Oversight Committee

STAFF REPORT

Agenda Item:	6	Name:	Olivia Brey
Proposed No.:	2024-0285	**Date:**	December 10, 2024

SUBJECT

Proposed Motion 2024-0285 would confirm the Executive's appointment of Donny Stevenson, who resides in Council District Seven, to the Washington State Major League Baseball Stadium Public Facilities District Board of Directors, for a term to expire on December 31, 2027.

BACKGROUND

The Washington State Major League Baseball Stadium Public Facilities District (PFD) is a municipal corporation responsible for the siting, design, construction, and operation of T-Mobile Park (formerly known as Safeco Field).[1] Legal authority for the PFD was established by both the state and county:

- State authority: On October 14, 1995, the Washington State Legislature in special session authorized the creation of a Public Facilities District upon approval by a county's legislative authority.[2]

- County authority: On October 23, 1995, the King County Council approved a funding package for a new major league baseball park and the creation of a Public Facilities District coextensive with the county's boundaries.[3] This funding authority was amended with a new agreement for the period of January 2019 through December 31, 2043.[4]

The PFD is governed by a seven-member board. Pursuant to RCW 36.100.020 and K.C.C. 2.38.010, four members are appointed by the County Executive and confirmed by the Council, and three members are appointed by the Governor. Members of the board must serve four-year terms and anyone appointed to fill a vacancy must serve for the remainder of the unexpired term.

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[1] Ordinance 12000
[2] Chapter 36.100 RCW
[3] K.C.C. chapter 2.38
[4] King County – File #: 2018-0374

APPOINTEE INFORMATION

Donny Stevenson has served as a Tribal Council Member for the Muckleshoot Indian Tribe since 1997. He possesses several professional certifications including Senior Professional in Human Resources, Society for Human Resources Certified Professional, and Tribal Human Resources Professional from the Native American Association for Human Resources Professionals. Mr. Stevenson serves on the City of Seattle's Indigenous Advisory Council[5] and is a Member At-Large for the Central Waterfront Oversight Committee.[6] In the application materials, Mr. Stevenson stated that he is active in the area and is a member of the First Peoples of the Lands.

ANALYSIS

Staff have not identified any issues with the proposed appointment. It appears to be consistent with the requirements of K.C.C. Chapter 2.38.

AMENDMENT

There is a technical amendment (Amendment 1) that would make a capitalization correction to the motion and a title amendment (T1) that would make the same correction.

INVITED

- Donny Stevenson, Tribal Council Member, Muckleshoot Indian Tribe
- Joshua Curtis, Executive Director, Washington State Major League Baseball Stadium PFD

ATTACHMENTS

1. Proposed Motion 2024-0285
2. Amendment 1
3. Title Amendment T1
4. Transmittal Letter

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[5] Indigenous Advisory Council
[6] Central Waterfront Oversight Committee

KING COUNTY

Signature Report

Motion

Proposed No. 2024-0285.1   **Sponsors** von Reichbauer

1   A MOTION confirming the executive's appointment of

2   Donny Stevenson, who resides in council district seven, to

3   the Washington state major league baseball stadium public

4   facilities district board of directors.

5   BE IT MOVED by the Council of King County:

6   The county executive's appointment of Donny Stevenson, who resides in council

7 district seven, to the Washington state major league baseball stadium public facilities

1

8   district board of directors, for the remainder of a four-year term to expire on December

9   31, 2027, is hereby confirmed.

                                                KING COUNTY COUNCIL
                                                KING COUNTY, WASHINGTON

                                                _____

                                                Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

                                                _____

                                                Dow Constantine, County Executive

Attachments: None

2

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11/11/2024

Fix Capitalization

	Sponsor:	von Reichbauer
[O. Brey]	Proposed No.:	2024-0285

1   **<u>AMENDMENT TO PROPOSED to MOTION 2024-0285, VERSION 1</u>**

2   On page 1, line 7, after "state" strike "major league baseball stadium public facilities

3   district" and insert "Major League Baseball Stadium Public Facilities District"

4   **EFFECT prepared by *O. Brey*:** *Amendment 1 would correct capitalization errors.*

T1

11/11/2024
Title Amendment

[O. Brey]

Sponsor: von Reichbauer

Proposed No.:   2024-0285

1 **TITLE AMENDMENT TO PROPOSED MOTION 2024-0285, VERSION 1**

2 On page 1, beginning on line 1, strike lines 1 through 4, and insert:

3   "A MOTION confirming the executive's appointment of

4   Donny Stevenson, who resides in council district seven, to

5   the Washington state Major League Baseball Stadium

6   Public Facilities District board of directors."

7 **EFFECT prepared by *O. Brey*: *Corrects a capitalization error and conforms to***

8 ***Amendment 1.***

King County

Dow Constantine

King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104
206-477-3306 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

September 5, 2024

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

Dear Councilmember Upthegrove:

This letter transmits a proposed Motion confirming the appointment of Donny Stevenson, who resides in council district seven, to the Washington State Major League Baseball Stadium Public Facilities District board of directors, for the remainder of a four-year term expiring December 31, 2027.

Mr. Stevenson's application, financial disclosure, board profile, and appointment letter, are enclosed to serve as supporting and background information to assist the Council in considering confirmation.

Thank you for your consideration of the proposed legislation. If you have any questions about this appointment, please have your staff call Tala Mahmoud, External Affairs Coordinator, at (206) 477-3306.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
            <u>ATTN</u>: Stephanie Cirkovich, Chief of Staff
                Melani Hay, Clerk of the Council
        Karan Gill, Chief of Staff, Office of the Executive
        Penny Lipsou, Council Relations Director, Office of the Executive
        Tala Mahmoud, External Affairs Coordinator, Office of the Executive
        Joshua Curtis, Director, Staff Liaison
        Donny Stevenson

Metropolitan King County Council
Government Accountability and Oversight Committee

STAFF REPORT

Agenda Item:	7 and 8	Name:	Gene Paul
Proposed No.:	2024-0248 2024-0249	Date:	December 10, 2024

SUBJECT

Proposed Motion 2024-0248 would confirm the Executive's appointment of Donna Lurie, who works in Council District Three, to the King County Personnel Board for the remainder of a five-year term that expires on June 1, 2029.

Proposed Motion 2024-0249 would confirm the Executive's appointment of Lauren Berkowitz, who resides in Council District Eight, to the King County Personnel Board for the remainder of a five-year term that expires on June 1, 2027.

BACKGROUND

The King County Personnel Board (Board) is an independent body established pursuant to Article 5, Section 540 of the King County Charter. Under the Charter, the Board is authorized to hear and decide appeals from County career service employees who choose not to pursue a grievance procedure under any applicable bargaining agreement.[1] According to the Charter, these appeals may pertain to the methods of examination, appointment, or promotion; from any suspension for more than sixty days, reduction in rank or rate of pay, or removal; and from any classification or reclassification of positions.

The Board is composed of five members, four of whom are appointed by the County Executive and confirmed by the County Council and one of whom is elected by County career service employees.[2] Each of the members serves a five-year term. Members are compensated for their work, receiving a per diem of $375 for three hours or more of official Board work and $250 dollars for three hours or less of work.[3]

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[1] A County employee appointed to a career service position as a result of a selection procedure provided for in K.C.C. Chapter 3.12, and who has completed the probationary period. K.C.C. 3.12.010 (G).
[2] The Personnel Board election process is outlined in K.C.C. Chapter 3.08
[3] K.C.C 3.08.110 governs Board compensation and was updated by Ordinance 19748 in March 2024.

APPOINTEE INFORMATION

Appointee Donna Lurie. Proposed Motion 2024-0248 would confirm the Executive's appointment of Donna Lurie, who works in Council District Three, to the King County Personnel Board for the remainder of a five-year term that expires on June 1, 2029.

According to her application materials, Donna Lurie is a lawyer with over 30 years of experience in labor relations, labor law, and employment law. Her experiences in labor relations include leading joint-labor management committees in developing workplace policies, negotiating school district employee contracts, developing job classification systems, and mediating workplace disputes that included discrimination and employment law issues. In addition to labor relations, Ms. Lurie has also served as lead arbitrator for over 120 cases and briefs at the local, state, and federal levels. Her arbitration roles include serving as an on-call Hearing Officer for Seattle's Civil Service Commission from 2012 to 2022, an arbitrator for the Washington State Public Employment Relations Commission, and an arbitrator for the Federal Mediation & Conciliation Service Labor Panel. Ms. Lurie has also presented and trained others on mediation, human resource issues, and arbitration.

Appointee Lauren Berkowitz. Proposed Motion 2024-0249 would confirm the Executive's appointment of Lauren Berkowitz, who resides in Council District Eight, to the King County Personnel Board for the remainder of a five-year term that expires on June 1, 2027.

According to her application materials, Lauren Berkowitz has served since July 2023 as a Line Administrative Law Judge (ALJ) for the Washington State Office of Administrative Hearings. In that role, ALJ Berkowitz has presided over administrative hearings, managed multiparty claims, and issued orders resolving disputed claims. ALJ Berkowitz is also an attorney who has over 12 years of experience representing labor unions and individual plaintiffs. As outside counsel for labor unions, she has represented them in class action contract grievances, strike injunction litigation, grievance processes, and arbitration. As a trial lawyer, ALJ Berkowitz has represented individual plaintiffs at the crossroads of labor, employment, and the Employment Retirement Income Security Act of 1974 in both state and federal courts. She also serves as a pro bono attorney for individuals in unemployment hearings.

ANALYSIS

Staff has not identified any issues with the proposed appointments. They appear to be consistent with the requirements set by the Charter and the Code.

<u>INVITED</u>

- Donna Lurie, Appointee to the Personnel Board
- Lauren Berkowitz, Appointee to the Personnel
- Jessica Oscoy, Staff Liaison to the Personnel Board

<u>ATTACHMENTS</u>

1. Proposed Motion 2024-0248
2. Transmittal Letter
3. Proposed Motion 2024-0249
4. Transmittal Letter

KING COUNTY

Signature Report

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Motion

Proposed No. 2024-0248.1   **Sponsors** Perry

1   A MOTION confirming the executive's appointment of

2   Donna Lurie, who works in council district three, to the

3   King County personnel board.

4   BE IT MOVED by the Council of King County:

5   The county executive's appointment of Donna Lurie, who works in council

6   district three, to the King County personnel board, for the remainder of a five-year term

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1

7

8   to expire on June 1, 2029, is hereby confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: None

King County

Dow Constantine

King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104
206-477-3306 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

July 27, 2024

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

Dear Councilmember Upthegrove:

This letter transmits a proposed Motion confirming the appointment of Donna Lurie, who works in council district three, to the King County Personnel Board, for the remainder of a five-year term expiring June 1, 2029.

Ms. Lurie's application, financial disclosure, board profile, and appointment letter, are enclosed to serve as supporting and background information to assist the Council in considering confirmation.

Thank you for your consideration of the proposed legislation. If you have any questions about this appointment, please have your staff call Tala Mahmoud, External Affairs Coordinator, at (206) 477-3306.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
             ATTN: Stephanie Cirkovich, Chief of Staff
                  Melani Hay, Clerk of the Council
        Karan Gill, Chief of Staff, Office of the Executive
        Penny Lipsou, Council Relations Director, Office of the Executive
        Tala Mahmoud, External Affairs Coordinator, Office of the Executive
        Jessica Oscoy, Staff Liaison
        Donna Lurie

KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion

Proposed No. 2024-0249.1   **Sponsors** Mosqueda

1   A MOTION confirming the executive's appointment of

2   Lauren Berkowitz, who resides in council district eight, to

3   the King County personnel board.

4   BE IT MOVED by the Council of King County:

5   The county executive's appointment of Lauren Berkowitz, who resides in council

6 district eight, to the King County personnel board, for the remainder of a five-year term

7

8   to expire on June 1, 2027, is hereby confirmed.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: None

2

King County

Dow Constantine

King County Executive

401 Fifth Avenue, Suite 800
Seattle, WA 98104
206-477-3306 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

August 2, 2024

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

Dear Councilmember Upthegrove:

This letter transmits a proposed Motion confirming the appointment of Lauren Berkowitz, who resides in council district eight, to the King County Personnel Board, for the remainder of a five-year term expiring June 1 2027.

Ms. Berkowitz's application, financial disclosure, board profile, and appointment letter, are enclosed to serve as supporting and background information to assist the Council in considering confirmation.

Thank you for your consideration of the proposed legislation. If you have any questions about this appointment, please have your staff call Tala Mahmoud, External Affairs Coordinator, at (206) 477-3306.

Sincerely,

Dow Constantine
King County Executive

Enclosures

cc: King County Councilmembers
                ATTN: Stephanie Cirkovich, Chief of Staff
                        Melani Hay, Clerk of the Council
        Karan Gill, Chief of Staff, Office of the Executive
        Penny Lipsou, Council Relations Director, Office of the Executive
        Tala Mahmoud, External Affairs Coordinator, Office of the Executive
        Jessica Oscoy, Staff Liaison
        Lauren Berkowitz

Metropolitan King County Council
Government Accountability and Oversight Committee

STAFF REPORT

Agenda Item:	9	**Name:**	Terra Rose
Proposed No.:	2024-0288	**Date:**	December 10, 2024

SUBJECT

Proposed Motion 2024-0288 would adopt the King County Strategic Information Technology Plan 2024-2027.

SUMMARY

King County Code[1] requires the County's Chief Information Officer to prepare a Strategic Information Technology Plan for the County every four years and submit it to the Council for adoption by motion. Code suggests that the Plan should include a vision for the coordination of technology management and investment across the County, an assessment of current opportunities and challenges related to the County's technology efforts, and a list of technology-related objectives for the County to meet, as well as any necessary supporting information.

The 2020-2023 Strategic Information Technology Plan was transmitted to the Council on December 31, 2019, but the legislation was not acted on in 2020 and lapsed.

Proposed 2024-0288 would adopt the King County Strategic Information Technology Plan 2024-2027. The proposed Plan includes the following five overarching goals/objectives:

1) *Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.*
2) *Continuously improve digital security and privacy.*
3) *Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.*
4) *Expand the availability, use, and power of data and analytics to advance a data-driven King County.*
5) *Drive Information Technology (IT) effectiveness and operational excellence.*

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[1] K.C.C. 2A.380.200

BACKGROUND

King County Information Technology. The King County Department of Information Technology (KCIT) provides technology services across County government, as well as some regional services. KCIT manages the County's technology infrastructure, resources, and investments, including but not limited the County's network and internet access, software applications and related tools, communication platforms and audio/visual equipment, information security, the central help desk, and management of the King County public website. Other services are provided for interested agencies based on their specific needs (e.g., assistance selecting or providing project management support for new or replacement agency software, etc.). Regional services provided by KCIT include the 911 emergency call handling system, geographic information systems (GIS) mapping, and the institutional network (I-Net).[2]

The KCIT budget is supported by internal service charges to County agencies and the department is led by the County's Chief Information Officer (CIO).

King County Strategic Information Technology Plan. King County Code[3] requires the County's CIO to prepare a Strategic Information Technology Plan (SITP) every four years and transmit it to the Council for adoption by motion. The SITP is due to the Council by December 31st of the year it is prepared. Code also requires the CIO to provide the Council with annual updates to the adopted SITP beginning in year two of the four-year plan.

Code suggests the plan should include:
- A vision for the coordination of technology management and investment across the County;
- A description of the current environment, strengths, weaknesses, opportunities, and challenges for individual planning issues areas;
- Descriptions of recommended objectives, the approach to achieve the desired outcomes, and performance metrics for each strategic objective;
- The accomplishments toward meeting objectives from previously approved strategic plans and a discussion of the obstacles where the objectives were not met; and
- Appendices supporting the recommended objectives.

The 2020-2023 SITP was transmitted to the Council shortly before the beginning of the COVID-19 pandemic, but lapsed in 2020 as no Council action was taken.[4]

ANALYSIS

Proposed Motion 2024-0288 would adopt the King County Strategic Information Technology Plan 2024-2027. The proposed SITP indicates that it was developed through an eight-month iterative feedback cycle with the Executive's cabinet, the Office

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[2] I-Net is a fiber optic network that provides high-speed data, voice, and video communications to approximately 300 public agencies, including, schools, libraries, and others.
[3] K.C.C. 2A.380.200.B.
[4] Proposed Motion 2020-0033

of Performance, Strategy, and Budget, Executive branch agencies, and separately elected offices. The proposed motion states that the plan was endorsed by the Strategic Advisory Council, which is an advisory body established by Code that advises the County on long-term strategic objectives and technology planning.

Context. The proposed SITP highlights three current conditions facing KCIT:

- *Rapid technological change.* The proposed SITP notes that King County faces significant challenges keeping up with the rapid pace of technological advancement and must ensure selected technologies not only meet current needs, but also have the scalability and adaptability to accommodate future requirements.

- *Constrained revenues and growing needs.* According to the proposed SITP, constrained revenues and growing needs necessitate careful consideration of technology investments that align and further the County's needs.

- *Cybersecurity concerns.* The SITP emphasizes that governments have increasingly become targets for sophisticated cyber threats, sometimes hampering regular business practices for days or weeks and with serious financial impacts.
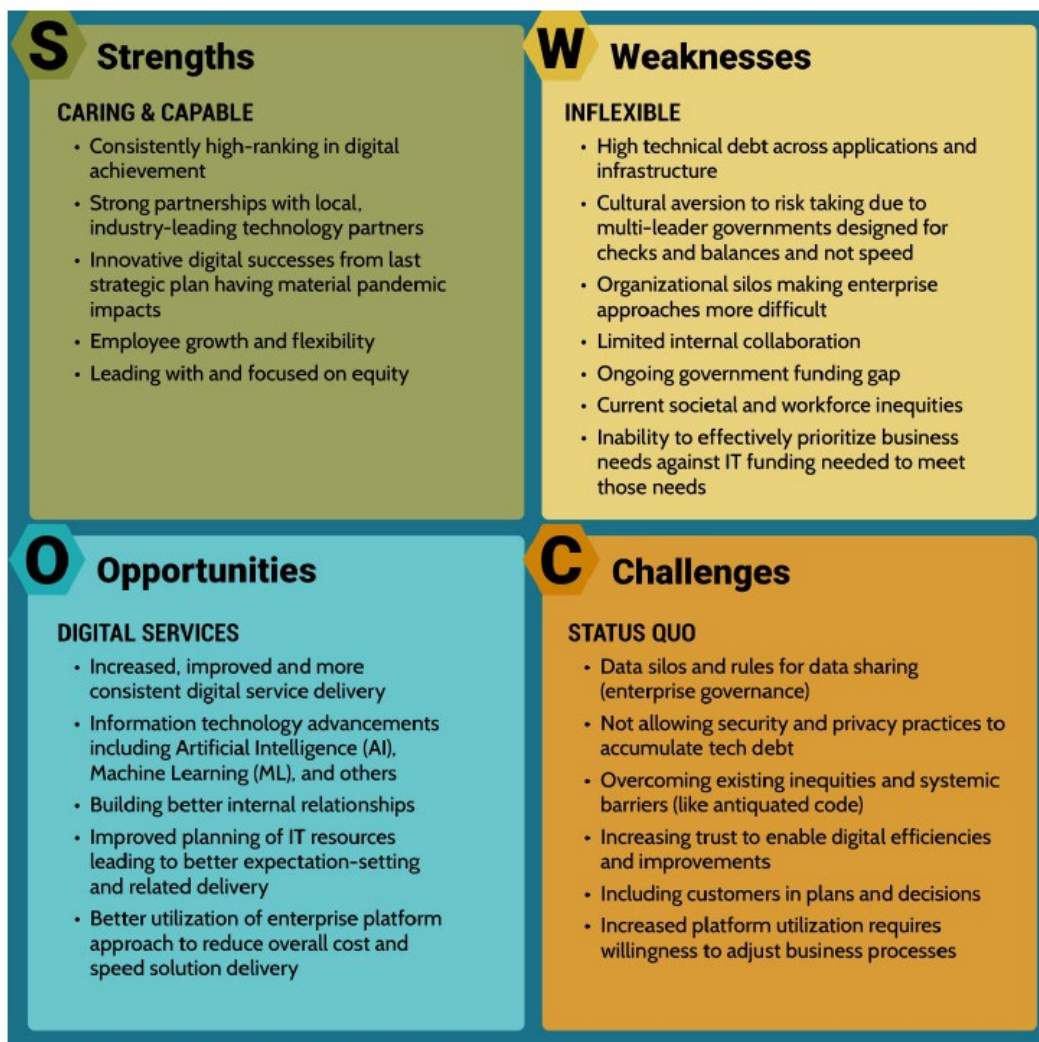
Vision. The proposed SITP states that "As stewards of public resources, KCIT facilitates a technology ecosystem that optimizes the use of digital tools, data, and infrastructure. This SITP reflects a vision where technology enables operational efficiency, as well as equity for all residents" (p. 14). Underpinning this strategic vision, the SITP notes, is dedication to digital equity, or the idea that the benefits of technology are accessible to all communities.

Strengths, Weaknesses, Opportunities, and Challenges (SWOC). As suggested in Code, the proposed SITP uses a SWOC analysis where "strengths" are areas of existing capability, "weaknesses" identify areas for potential growth and improvement, "opportunities" are areas where significant benefits could potentially exist, and "challenges" are barriers to achieving the strategic technology vision.

The results of this analysis are provided in the following figure. The SITP emphasizes two challenges. First, the County faces high "technical debt" across applications and infrastructure, which refers to the number of supported systems with similar or overlapping capabilities that result in duplicate systems incurring unnecessary costs for maintenance. The proposed SITP also notes that technical debt also refers to the percentage of hardware and applications past their supported lifespans. Accordingly, the proposed SITP notes the importance of continued modernization of the County's systems, noting that outdated systems break more frequently and become significantly more complex to fix and further that there can be challenges in finding experts capable of maintaining and repairing the legacy systems. Second, the SITP reports that King County does not have clear rules for data sharing between agencies, or "data governance," and that data silos are common among King County's technology systems

currently in use. The proposed SITP identifies objectives and initiatives to address these challenges.

Figure 1.
Results of Strengths, Weaknesses, Opportunities, and Challenges Analysis

Strengths

CARING & CAPABLE
- Consistently high-ranking in digital achievement
- Strong partnerships with local, industry-leading technology partners
- Innovative digital successes from last strategic plan having material pandemic impacts
- Employee growth and flexibility
- Leading with and focused on equity

Weaknesses

INFLEXIBLE
- High technical debt across applications and infrastructure
- Cultural aversion to risk taking due to multi-leader governments designed for checks and balances and not speed
- Organizational silos making enterprise approaches more difficult
- Limited internal collaboration
- Ongoing government funding gap
- Current societal and workforce inequities
- Inability to effectively prioritize business needs against IT funding needed to meet those needs

Opportunities

DIGITAL SERVICES
- Increased, improved and more consistent digital service delivery
- Information technology advancements including Artificial Intelligence (AI), Machine Learning (ML), and others
- Building better internal relationships
- Improved planning of IT resources leading to better expectation-setting and related delivery
- Better utilization of enterprise platform approach to reduce overall cost and speed solution delivery

Challenges

STATUS QUO
- Data silos and rules for data sharing (enterprise governance)
- Not allowing security and privacy practices to accumulate tech debt
- Overcoming existing inequities and systemic barriers (like antiquated code)
- Increasing trust to enable digital efficiencies and improvements
- Including customers in plans and decisions
- Increased platform utilization requires willingness to adjust business processes

Strategic Goals. The proposed SITP states that the plan is designed around five overarching goals, each with a set of objectives designed to achieve the goal. Each objective also has a set of initiatives, which are discreet and measurable bodies of work to support the objective. According to the SITP, the list of initiatives may evolve to reflect adjustments to countywide priorities or available funding.

The proposed SITP identifies the following five overarching goals:

1) **Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.**

2) **Continuously improve digital security and privacy.**

3) **Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.**

4) **Expand the availability, use, and power of data and analytics to advance a data-driven King County.**

5) **Drive Information Technology (IT) effectiveness and operational excellence.**

The following subsections of the staff report provide further information on each of the five goals.

Goal 1: Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members. The proposed SITP notes that King County is working to improve digital equity through partnering with other governments and private industry to improve internet access and affordability, as well as standardizing accessibility across all communication channels. Specific objectives and initiatives for this goal are below.

Figure 2.
Proposed SITP Goal 1 Objectives and Initiatives

Objectives	Initiatives
Lead the standardization of accessibility and language across all communication channels with the community.	• Ensure that all public-facing technologies support the Web Content Accessibility Guidelines by meeting the level AA conformance criteria for that standard. • Formally define the County supported communication channels, where and how they are utilized for community communications, and the languages that each supports. • Create a process that allows the public to meaningfully provide feedback on enterprise tools that directly support their customer service experience.
Facilitate the use of tools and measures that remove potential bias from information technology initiatives.	• Standardize, digitize, and make transparent the Equity Impact Review (EIR) process, ensuring that it is used for at least 95 percent of County capital and non-capital projects. • Expand EIRs to include information technology lines of service. • Establish metrics that track the outcomes of equity impact processes intended to eliminate bias, using the resulting data to influence future decisions.

Objectives	Initiatives
In partnership with broadband and digital equity stakeholders in King County and the Washington State Broadband Office (WSBO), support efforts to build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.	• Engage with the Office of Performance, Strategy, and Budget, and the Office of Equity, Racial, and Social Justice (OERSJ), and others to include broadband and digital equity as a new determinant of equity. Participate/lead as appropriate in creating and implementing any digital equity and/or information technology related recommendations contained in King County's updated Equity and Social Justice Strategic Plan. • Complete two state-funded public private partnership infrastructure grants with Ziply Fiber to deliver high-speed broadband access to 1,600 homes in Duvall. • Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting. • Establish a framework for tracking digital equity funding opportunities to maximize funding opportunities.
Be data-driven when making decisions regarding equitable access and standards across the county.	• Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest and to evaluate associated outcomes of accessibility efforts.

Goal 2: Continuously improve digital security and privacy. The proposed SITP emphasizes the importance of security and data privacy, noting that cyber attacks on government are increasing in frequency and sophistication and that data breaches can have far-reaching consequences, including financial losses, reputational damage, and compromised security. According to the proposed SITP, continuous improvement in digital security and privacy measures not only fortifies defenses against malicious actors, but also demonstrates the County's commitment to upholding ethical standards in handling sensitive data.

Figure 3.
Proposed SITP Goal 2 Objectives and Initiatives

Objectives	Initiatives
Centralize and streamline identity management at King County	• Complete Active Directory consolidation, migrating all users and workstations into the KC domain. • Procure an enterprise identity governance platform to centralize and streamline identity management across King County. • Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios. • Develop an identity management policy for non-County employees who interact with King County digital assets.
Ensure the privacy and security of information assets.	• Implement an enterprise information classification strategy as it applies to Azure Information Protection labeling, data loss prevention, and other similar functions. • Inventory Personally Identifiable Information countywide through a system of record at the software and data level. • Implement a data loss prevention strategy to control access and transmission of sensitive data across King County. • Reduce response time to remediate high vulnerabilities by 20%.
Automate King County's threat detection capability.	• Invest 5,000 hours towards the further tuning and managing of Sentinel, KCIT's Security Information and Event Management platform, to develop an automated threat detection capability. • Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Agency best practices for local government entities. • Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.

Objectives	Initiatives
Increase the speed of information security and privacy strategy adoption and deployment in the County.	• Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County. • Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets. • Reduce response time to critical security and privacy incidents by 10%. • Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.

Goal 3: Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community. The proposed SITP outlines a vision of a centralized portal for all public services where the public can easily and equitably access online government services, information, and resources. KCIT proposes the development of a formal Artificial Intelligence strategy in support of Goal 3.

Figure 4.
Proposed SITP Goal 3 Objectives and Initiatives

Objectives	Initiatives
Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.	• Inventory all identity-associated entry points for those we serve and develop a plan and timeline to centralize their access via the portal. • Leverage available data to define and build an omnichannel approach for interactions between King County agencies and those they serve. • Develop a countywide strategy for Customer Relationship Management, including a roadmap for the reduction of redundant systems.

Objectives	Initiatives
Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County.	• Establish an AI investment framework based on King County's principles of True North. • Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem. • Identify the new skills needed by employees to use AI in the business setting.

Goal 4: Expand the availability, use, and power of data and analytics to advance a data-driven King County. The proposed SITP highlights the importance of strategic use of data and analytics for effective decision-making. To support this goal, KCIT proposes implementing consistent data governance to improve data standardization and leveraging advanced analytical tools.

Figure 5.
Proposed SITP Goal 4 Objectives and Initiatives

Objectives	Initiatives
Implement an enterprise data governance strategy and roadmap.	• Partner with agencies and departments to catalog, classify, secure, and share information assets using a consistent countywide approach that adheres to asset management, data security, and information classification policies. • Enable self-service data analytics capabilities and expand data literacy across County agencies. • Establish a Data Office with Chief Data Officer and enterprise data governance council. • Catalog and map data assets. • Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency. • Refine and execute the open data strategy and associated roadmaps.
Increase the transparency, availability, and use of data relevant to specific areas of focus to be determined, across the County (equity, quality of services, etc.).	• Identify, year over year, the area(s) of focus, provision the work to gather, analyze, and present data, and provision dashboards that present relevant metrics regarding the area of focus.

Goal 5: Drive Information Technology (IT) effectiveness and operational excellence. The proposed SITP defines "operational excellence" as streamlined processes that produce better results in less time and for less money, and proposes expanding King County's culture of continuous improvement and continued efforts in determining what hardware and applications are outdated or duplicative.

Figure 6.
Proposed SITP Goal 5 Objectives and Initiatives

Objectives	Initiatives
Accelerate legacy modernization.	• Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments. • Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management. • Modernize conference room technologies and implement ongoing maintenance practices.
Finalize and implement the Enterprise Architecture (EA).	• Develop and maintain a consistent Enterprise Architecture framework for aligning technology investments with Information Technology and business objectives.
Deliver a strategic information technology services portfolio that focuses on enterprise value and innovating within constraints.	• Identify business capabilities that are served by disparate technology solutions and draft a strategy for the reduction of redundancies. • Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions. • Complete the transition to Application Programming Interfaces, platforms, and reusable services that reduce effort and accelerate delivery. • Deliver Business Continuity plan that is maintainable and testable. • Establish the KCIT service catalog. • Build a culture of responsible innovation to support the development and testing of new concepts. • Update the enterprise resource planning strategy and roadmap.

Objectives	Initiatives
Create an information technology asset management practice to reduce risk, manage cost, and improve service.	• Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management. • Implement radio subscriber preventative maintenance service to the entire King County region for both internal and external public safety agencies. • Comply with regulatory requirements for Distributed Antenna Systems by putting in place appropriate servicing process now that PSERN staff can no longer perform this function.
Evolve the project oversight and management functions to reduce administrative burden, improve project outcomes, and increase the percentage of on-time project completion.	• Refine the KCIT governance function to increase efficiencies and reduce administrative burden. • Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight. • Ensure alignment of business priorities with technology investments and enterprise/County values.

Performance Metrics. Code suggests that the SITP should include performance metrics for each strategic objectives. Appendix B of the proposed SITP provides the planned timeframes for all initiatives listed above. According to the proposed SITP, the initial target is to complete 70 percent of initiatives that have an identified end date in the year being measured, but the SITP notes that this may be adjusted as necessary.

Accomplishments of Previous SITP. King County Code also suggests that the SITP include accomplishments toward meeting objectives from previously approved strategic plans. The following figure includes the three goals identified in the 2020-2023 SITP, along with project highlights reported in the proposed SITP. The proposed SITP notes that since 2020, King County has successfully completed 99 technology projects.

Figure 7.
Reported Accomplishments from 2020-2023 SITP

2020-2023 SITP Goals	Highlighted Projects
Connected Communities – Service delivery and access to information can be conducted at a County office, over the phone, using online chat, video, text messaging, social media, mobile app, robotic processing, or through the County web page. Regardless of the engagement method that an individual prefers, the information will be presented by another person or technology in a way that is personalized to an individual's preference, including language or accessibility needs.	• **Vaccine Management Tools:** Projects synced patient records to state reporting systems and featured chatbots in multiple languages that let people book appointments online or by phone, as well as established public dashboards. • **Eviction Prevention and Rental Assistance Program:** Project determined tenants' eligibility, provided electronic signature options, allowed bulk application processing at 60 community-based organizations, and electronically dispersed resulting in faster payment for landlords. The proposed SITP notes that more than 50,000 households registered for rental assistance, which was double the previous number.
Connected Data – King County will use the vast amount of information that it possesses, coupled with partner data, to create insights that will assist county employees in delivering better outcomes and providing meaningful information to the community. Data is the cornerstone of the technology plan; integrating information sources and providing powerful tools to analyze the data will enable the creation of new insights and provide the ability to improve results. King County's customers, employees, and partners will share information and have access to information needed to achieve breakthrough results.	• **Client Outcome Reporting Engine:** The proposed SITP reports that this project is a first-of-its-kind system that lets more than 100 partner providers submit information through a secure online platform that standardizes data and real-time dashboards compare vendor performance to client outcomes. • **Jail Management System:** The proposed SITP reports that this project is the first in the nation to combine records for juvenile, adult, and community corrections agencies from all regional legal, police, and courts jurisdictions. • **Metro's transit data hub (TBIRD):** The proposed SITP reports that this project supports a data-driven culture and multiple automated activities and eliminated redundant tasks that previously took 675 hours of staff time to perform every year.

2020-2023 SITP Goals	Highlighted Projects
Connected Government – King County will create a digital marketplace for government services. This will include mediating transactions between departments and across government entities so that an individual can find the service or information that one is seeking in alignment with no wrong door approach to getting service. The digital marketplace will provide a catalog of services in a manner that is understandable to an individual. It will leverage emerging technologies to provide the capabilities for intelligent search, such as Google's capabilities. Information security, accessibility, and digital identity will be managed as part of the marketplace to ensure that user information is secured and protected. The marketplace will be used by the community to access services, complete transactions, and convert data into useful information. King County employees will use the marketplace to inform their work, develop automated workflows, assist customers, and to derive powerful insights from data and reporting to drive successful outcomes by using the data.	• **Puget Sound Emergency Radio Network (PSERN):** Project is to replace the current system, its supporting infrastructure, and most portable and mobile radios and required partnering with 106 regional agencies and 11 cities. The proposed SITP reports that residents will benefit from increased coverage and additional features are now available to emergency responders (e.g., encrypted radio traffic). • **Evidence.com:** Project established a shared digital evidence database, which the proposed SITP reports has become a primary solution for the entire region to manage digital evidence and shared files between the state and local law, safety, and justice agencies. According to the proposed SITP, agencies now spend minutes (and not hours) per case organizing files and linking the evidence to their case management system without detectives having to pick up evidence in person for chain of custody. • **Digital HR systems:** The proposed SITP reports that this project enabled more than 75,000 annual HR transactions to happen faster and more securely than previous paper and email attachments, and also allowed for collection of approximately 14,300 digital vaccination compliance forms during the pandemic. • **Microsoft Teams:** Project migrated more than 20,000 King County employees and shared phone accounts, which supported employees working remotely. • **Multi-Factor Authentication:** The proposed SITP reports that MFA security was applied to all King County employee and contractor accounts, which has reduced security risks, improved the County's insurance profile, and eliminated more than 700 hours annually in customer support for password resets.

Additional accomplishments can be found in the annual plan updates.

Council Action. Proposed Motion 2024-0288 would adopt the 2024-2027 Strategic Information Technology Plan, which is Attachment A to the motion. The proposed SITP includes information related to each of the suggested plan contents outlined in King County Code.

INVITED

- Megan Clarke, Chief Information Officer / Director, King County Department of Information Technology

ATTACHMENTS

1. Proposed Motion 2024-0288 (and its attachments)
2. Transmittal Letter

KING COUNTY

Signature Report

Motion

Proposed No. 2024-0288.1   **Sponsors** von Reichbauer

1   A MOTION adopting the King County Strategic

2   InformationTechnology Plan 2024-2027, which identifies

3   technology objectives and strategies that provide clear

4   direction and guidance for information technology efforts

5   and investments in King County.

6   WHEREAS, the department of information technology is required under K.C.C.

7   2A.380.200.B. to produce a strategic information technology plan with annual updates

8   for council approval, and

9   WHEREAS, a draft plan was developed with input from King County information

10   technology leaders, information technology governance bodies, community business

11   leaders, and community technology leaders, and

12   WHEREAS, the draft goals and objectives within the plan were endorsed by the

13   strategic advisory council consisting of all separately elyecteds or their representatives on

14   November 30, 2023, and

15   WHEREAS, the prior Strategic Information Technology Plan 2020-2023 saw

16   significant completion as reported in the 2023 Strategic Technology Plan Updates that

17   was transmitted to Council on April 27, 2023, and

18   WHEREAS, the plan demonstrates alignment and support for the King County

19   Strategic Plan and executive priorities;

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

1

21   The King County Strategic Information Technology Plan 2024-2027, which is

22   Attachment A to this motion, is hereby adopted.

                                              KING COUNTY COUNCIL
                                              KING COUNTY, WASHINGTON

                                              _____

                                              Dave Upthegrove, Chair
        ATTEST:

_____

Melani Pedroza, Clerk of the Council

        APPROVED this _____ day of _____, _____.

                                              _____

                                              Dow Constantine, County Executive

Attachments: A. King County Strategic Information Technology Plan 2024-2027

2

King County Strategic Information Technology Plan 2024-2027

King County Strategic Information Technology Plan

2024-2027

King County
Department of Information Technology

2312_13461m_KCIT-report-graphics.ai

Strategic Information Technology Plan

P a g e | **2**

I.   Contents

II. King County Code Requirements

2A.380.200.B Technology business plan - strategic information technology plan.[1]

Beginning in 2019, and every fourth year thereafter, the chief information officer shall prepare a strategic information technology plan for council adoption by motion. The strategic information technology plan, and the motion for adoption of the plan, shall be transmitted to council by December 31 of the year it is prepared, with annual updates provided by April 30 starting in the year two of the four-year plan. The plan should include, for the subsequent four calendar years:

1. A vision statement for the coordination of technology management and investment across the county;

2. A description of the current environment, strengths, weaknesses, opportunities, and challenges for individual planning issue areas;

3. A list of recommended objectives, with description; [2]

4. The approach to achieve the desired outcomes for each strategic objective;

5. The accomplishments towards meeting objectives from previous approved strategic plans, when objectives have not been met, and a discussion of the obstacles towards meeting those objectives;

6. Appendices supporting the recommended objectives; and

7. Appendix defining appropriate strategic performance metric or metrics for each recommended objective in the plan. (Ord. 19654 § 6, 2023: Ord. 18802 § 1, 2018: Ord. 18432 § 8, 2016).

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[1] Link to King County Code 2A.380.200
[2]The term 'objective' is used interchangeably with 'goal' throughout this strategic plan, consistent with information technology strategy nomenclature.

Strategic Information Technology Plan
P a g e | **4**

III. Executive Summary

As required by King County Code section 2A.380.200, the King County Strategic Information Technology Plan (SITP) offers a comprehensive vision for King County's technology management. This vision reflects a commitment to technological advancements that deliver effective, equitable public services and enhance the lives of all community members.

The current state of King County's information technology is described using a strengths, weaknesses, opportunities, and challenges (SWOC) analysis. Key findings from the SWOC assessment include:

- High technical debt, or the future costs incurred by postponing IT upgrades and replacements. The increasing maintenance costs of carrying King County's technical debt reduces the resources available for innovation, and risks weakening the County's security posture.

- Limited data sharing agreements or clear rules for sharing data between agencies. Data silos – pockets of disconnected, non-standardized data – make it difficult to know where community needs or impacts are greatest.

- Opportunities to create efficiencies by leveraging enterprise platforms, reducing the hundreds of applications currently supported, and automating manual workflows with improved data tools and artificial intelligence (AI).

The 2024-2027 SITP is a strategic roadmap for King County's technology approach that addresses these key SWOC findings, and more. The plan defines five overarching goals and provides a detailed approach to deliver:

1. Equitable digital access to King County services;

2. A robust security framework that reduces risk while protecting privacy;

3. A connected digital experience for the King County community;

4. Data and analytics to inform county decision-making; and

5. Optimized daily operations via modernization and efficient use of existing resources.

The SITP was developed collaboratively with King County agency leaders and trusted technology advisors throughout the region. This process emphasized a shared desire to create a streamlined, personal experience for community members and businesses. Achieving the goals and initiatives outlined in the plan depends on adequate funding and staff resources.

IV. Background

Department Overview

The King County Department of Information Technology (KCIT) supports King County employees, other regional governments, and the public with a wide array of innovative technology services.

Most King County technologists reside within KCIT. The County's Chief Information Officer (CIO) serves as the department director.[3] KCIT delivers enterprise and executive branch technology solutions. The County's legislative and judicial branches, along with separately elected-led agencies, contract with KCIT or hire their own staff to deliver agency-specific information technology solutions that are built on enterprise infrastructure and platforms.

KCIT plans, operates, and supports the County's IT infrastructure. Primarily, this involves maintaining and modernizing the County's robust technology portfolio. Technology is a vital component of every department's operations. County employees rely on hundreds of apps to complete their daily work and deliver quality services to the public. KCIT supports secure and efficient digital workplaces by managing the County's:

- Infrastructure and Cloud technologies
- Network, internet, and WiFi at County facilities
- Software applications, databases, and data visualization tools
- Employee workstations and other IT equipment
- Communication platforms and audio/visual (AV) equipment
- Information security

KCIT also oversees countywide resources such the public website (kingcounty.gov). King County's website receives 1.5 million visitors per month, making it the County's virtual "front door" and the primary means for the public to engage with departments' services and information. Additionally, KCIT provides regional services such as:

- 911 emergency call handling system
- Emergency two-way radio communications
- Geographic information system (GIS) mapping
- Cable and broadband internet advocacy for improved access and infrastructure
- Institutional network (I-Net), a fiberoptic network that provides high-speed data, voice, and video communications to approximately 300 public facilities including schools, libraries, and government agencies

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[3] Link to King County Code Section 2A.380.200.B

Strategic Information Technology Plan
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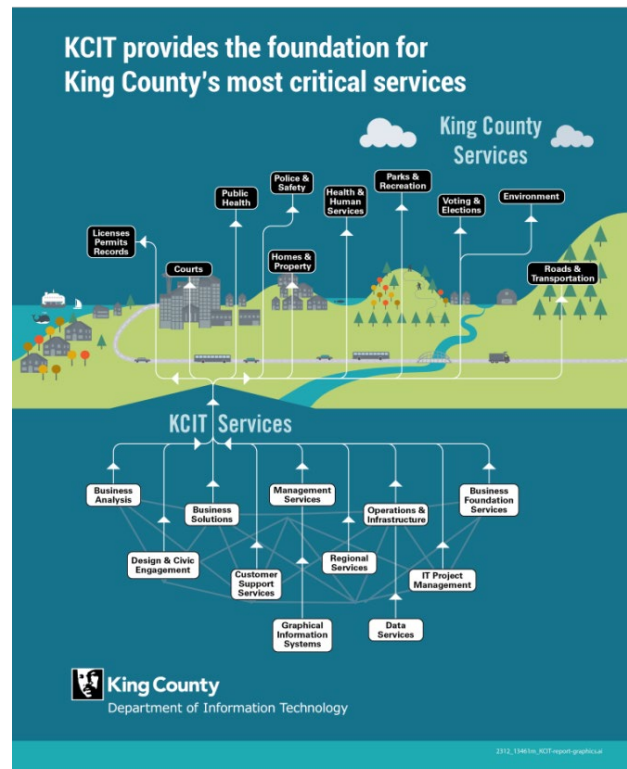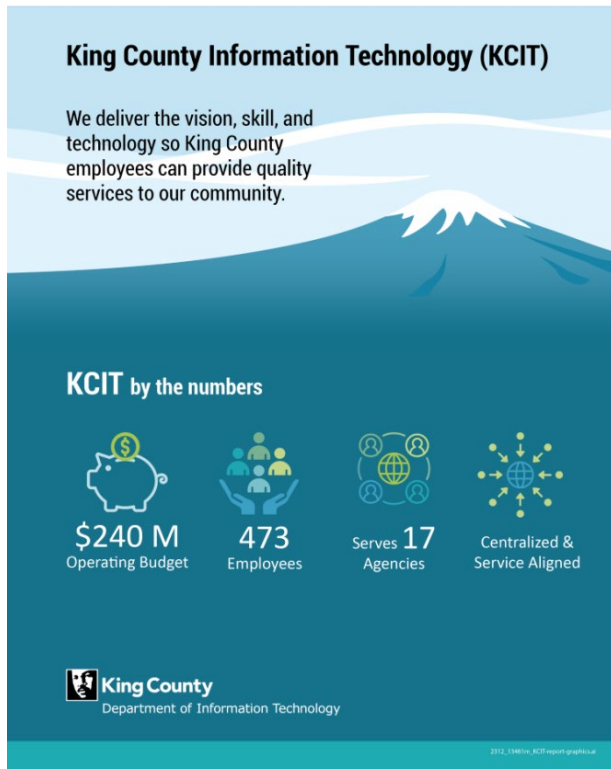
Figure 1-KCIT Departmental Background

King County's Technology Governance Structures

King County's technology strategies and funding proposals are developed with input and oversight from four IT advisory bodies. Ordinance 14155 instituted a King County information technology governance structure, establishing four committees to advise KCIT as it performs the duties described in King County Code (KCC) 2A.380.300-330, as summarized below in Table 1.[4]

In accordance with these laws, the 2024-2027 Strategic Information Technology Plan was developed according to the recommendations of the Strategic Advisory Council, the Business Management Council, and the Technology Management Board.

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[4] Ordinance 14155

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Table 1. IT Advisory Committees

Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
Strategic Advisory Council (SAC) The voting members shall be the executive, two representatives of the King County council's choosing, the sheriff, the prosecuting attorney, the assessor, the chief information officer, the presiding judge of the superior court, the presiding judge of the district court, the director of elections and the chief information officer. The nonvoting advisory members shall be up to eight external advisors from the private sector to be selected by both the chair and the chief information officer, each to serve a two-year term, and up to two external advisors from the public sector to be selected by the chair and the chief information officer, each to serve a two-year term.	The strategic advisory council shall act in an advisory capacity to the executive in developing long-term strategic objectives and planning and implementing for information technology deployment countywide. The strategic advisory council shall: 1. Develop and recommend strategic objectives for information technology deployment countywide; 2. Review information technology proposals for their alignment with adopted strategic objectives; 3. Review and endorse the information technology strategic plan and all updates to it; 4. Review policy-related transmittals to the county council that are proposed by the executive for large countywide information technology projects; and 5. If necessary, review and endorse information technology standards, policies and guidelines recommended by the chief information officer for countywide adoption.
Business Management Council (BMC) The members shall be the chief information officer and each agency's deputy director or business manager, designated by the agency's director, who is familiar with that agency's business and operations and has authority to commit resources and speak with the authority of the agency when participating in business management council meetings.	The business management council shall act in an advisory capacity to the county's chief information officer in carrying out duties related to developing short-term, mid-term and strategic objectives for information technology countywide, in recommending information technology proposals for funding and in developing standards, policies and guidelines for implementation. The business management council shall: 1. Review information technology proposals made by individual members, groups of members or ad hoc committees; 2. Assess short-term, mid-term strategic value and risk of information technology proposals; 3. Assess alignment of information technology proposals with agency technology plans and adopted strategic objectives; 4. Recommend information technology proposals for funding and for inclusion in the information technology strategic plan;

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Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
	5. Review and endorse proposed information technology standards, policies and guidelines and recommend to the chief information officer for countywide adoption; and 6. Review operations management issues as needed.
Technology Management Board (TMB) The members shall be the chief information officer, each agency's information technology director or manager, designated by the agency's director, who is familiar with the agency's technology needs and operations and information technology service delivery managers for executive branch departments.	The board shall act in an advisory capacity to the county's chief information officer on technical issues including policies and standards for information security, applications, infrastructure and data management. The technology management board shall: 1. Review the strategic objectives recommended by the strategic advisory council and assess issues related to the ability of the technology infrastructure to support them; 2. Review the business objectives and information technology proposals recommended by the business management council and assess issues related to compliance with the county's technology standards and policies and the impact to the technology infrastructure required to support them; 3. Develop or review information technology program proposals that support the strategic and business objectives of the county; 4. Develop or review technology program proposals that promote the efficient operation and management of technology infrastructure, applications and data; 5. Recommend technology program proposals for funding and for inclusion in the information technology strategic plan; and 6. Review and endorse information technology standards, policies and guidelines for countywide use. Information technology standards, policies and guidelines with business implications shall be referred to the business management council for endorsement for countywide use.
Project Review Board (PRB) The members of the project review board shall be the chief information officer, the deputy county executive, the director of the office of performance, strategy and budget and the director of the department of	All information technology projects shall participate in an oversight process established by the project review board and the chief information officer. The board shall act in an advisory capacity to the chief information officer in: 1. Endorsing project management methodology for countywide use; 2. Implementing the project management oversight including, but not limited to, review of information

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Group Name & Membership per Ordinance 14155	Duties per Ordinance 14155
executive services. The chief information officer shall serve as the chair of the project review board. An ad hoc project review team may be convened to focus on specific projects as determined to be necessary by the project review board. Each ad hoc project review team shall include the project's sponsoring agency director. An ad hoc project review team shall report its findings to the project review board.	technology project status, plans, risk and progress and approval of incremental release of project funding; 3. Recommending budgetary changes, suspension or general shutdown of approved information technology projects; and 4. Recommending independent quality assurance reviews.

Key Context

King County is home to some of the world's largest tech companies including Microsoft and Amazon, with more tech workers per capita than any other region in the United States; roughly one out of eight employed people in King County work in tech industries.[5] This tech-savvy population has high expectations of King County to deliver innovative technology solutions and seamless digital experiences.

At the same time, the digital divide remains.[6] The term "digital divide" refers to the gap between those who have access to technology, skills, and devices – and those who do not.[7] Community members rely on information technology to connect with King County services such as bus scheduling, tax payments, public health appointments, legal proceedings, and more.

The COVID-19 global pandemic accelerated demand for virtual interactions with county government.[8] King County's rapid move to expanded digital services required a tremendous technological transformation. For example, in 2021, King County delivered several technology solutions that supported critical COVID-response needs. These projects were rapidly implemented to aid crisis response teams and economic recovery efforts in the region. Key results included:

- More than 105,000 vaccinations were administered at King County Public Health sites in 2021 relying on new, multi-lingual, appointment verification and scheduling systems.[9]

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[5] Link to "Which King County neighborhoods have the most tech workers," Seattle Times (Nov. 22, 2022)
[6] 2020 King County Broadband Access Study
[7] King County Determinants of Equity – Digital Equity
[8] Link to "New Research Shows COVID-19 Drives Government Digital Transformation," Granicus
[9] Summary of COVID-19 vaccination among King County residents data dashboard

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- More than 50,000 households applied online for rental assistance that paid out $343 million to 30,000 qualified households using new automated application and disbursement tracking systems.[10]

Additionally, from 2020-2023 a third of King County's workforce transitioned to hybrid or fully remote work environments.[11] This shift necessitated more robust digital communications platforms with better video conferencing and document sharing tools. In response, KCIT worked quickly to upgrade all King County employees from Skype to Microsoft Teams and launched a modern SharePoint platform to replace the aging employee intranet. Even with a growing number of employees returning to worksites at least three days a week, these digital tools continue to be used by the workforce.

Key Current Conditions

King County faces significant challenges keeping up with the rapid pace of technological advancement. The constant stream of new tools, platforms, and methodologies require King County to stay vigilant and discerning when making technology investment decisions. Such a dynamic environment demands the agility and foresight to select technologies that not only meet current needs, but also have the scalability and adaptability to accommodate future requirements. Keeping pace with emerging trends, ensuring compatibility with existing systems, and funding are all top considerations.

Constrained revenues and growing needs necessitate careful consideration of technology investments that align with and further the County's other strategic planning efforts and operational needs.[12] [13] Technology investments include the ongoing costs of maintenance, training, and updates. Striking a balance between technological advancement and fiscal responsibility is essential to optimize operations and deliver effective public services.

Cybersecurity concerns also loom large as governments increasingly become targets for sophisticated cyber threats. Recent ransomware attacks in the Seattle region against cities, libraries, schools, hospitals, and law enforcement have hampered regular business practices for days – or even weeks – and can have serious financial impacts.[14] [15] King County leaders play a crucial role in prioritizing defensive technologies that mitigate risks, while continuing to cultivate a culture of cybersecurity awareness among employees across the organization.

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[10] King County Eviction Prevention and Rental Assistance Program data dashboard
[11] Link to "Planning for the future of work for employees of King County," King County Employee News (Jan. 28, 2021)
[12] King County strategic plans
[13] King County Executive Priority Areas
[14] Link to "Seattle Public Library still reeling from May cyberattack," Seattle Times (Aug. 6, 2024)
[15] Link to "When hospital ransomware attacks target patients," Association of Healthcare Journalists (Jan. 30, 2024)

Strategic Information Technology Plan

Report Methodology

This 2024-27 strategic information technology plan (SITP) was developed through an eight-month iterative feedback cycle with the Executive's Cabinet[16], the Office of Performance, Strategy, and Budget (PSB), executive branch agencies, and separately elected offices as part of their ongoing participation in the IT governance bodies[17].

In alignment with KCC 2A.380.300-330, the IT governing bodies were asked to develop strategic objectives for information technology deployment countywide; recommend information technology proposals for funding and for inclusion in the information technology strategic plan; and assess issues related to the ability of the technology infrastructure to support them.

The SITP was developed using a six-step, iterative process discussing goals, objectives, and initiatives:

Step 1: Initial Review and Analysis – Draft Goals
Starting in October 2022, the KCIT leadership team, described below, reviewed and evaluated the previous Strategic Information Technology Plan alongside current trends in government services delivery and the updated technology needs of the County, resulting in an updated SWOC analysis (see figure 2). This KCIT leadership team included key roles such as Megan Clarke, Chief Information Officer (CIO); Stephen Heard, Chief Technology Officer (CTO); Lorre Wijelath, Chief Information Security Officer (CISO); and other strategic staff in consultation with BMC and TMB advisors. Analysis and brainstorming began in March 2023, and by June a draft set of goals was generated for further review.

Step 2 – Collaboration
From June – August 2023, KCIT conducted several collaborative sessions with the Cabinet and the SAC to discuss the draft goals and obtain feedback. Comments, suggestions, and concerns shared by the groups consulted were utilized to revise and update the draft goals.

The plan was then shared broadly with other County governance groups including the BMC, and the TMB for discussion and feedback. Comments, suggestions, and concerns from those meetings were then utilized to further revise and update the goals. The updated draft plan was shared with County agencies and separately elected offices for discussion and feedback. KCIT staff were also surveyed and asked to share their vision for a "desired future state." Comments, suggestions, and concerns were utilized to revise and update the plan.

Step 3: Consensus
The results of Step 2 were iteratively reviewed with each advisory body to build consensus for the draft goals.

Step 4: Define Objectives
Steps 1-3 were repeated to generate a set of objectives for each of the defined goals.

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[16] The Cabinet is comprised of the directors of executive branch departments, agencies, and offices.
[17] King County IT Governance Boards and Councils: SAC, TMB, BMC, and PRB

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Step 5: Identify Initiatives

Additional collaborative workshops were held in September – October 2023 with each agency and separate elected office to further understand challenges, needs, strategic initiatives, and technology-related planning for 2024-27. Feedback and information from each group was used to further refine the defined objectives and identify initiatives (projects) relevant to each objective.

Step 6: Consensus

The results of Step 5 were iteratively shared with the participating groups to build consensus for the SITP. After completing this extensive process and achieving consensus, IT Leadership finalized the SITP goals, objectives, and initiatives by October 2023. These were endorsed by the SAC in November 2023. A draft of this report was submitted to the Executive Office in January 2024, which was finalized for transmittal to the Council in June 2024.

Using this iterative approach, the strategic planning process was collaborative, adaptive, and reflective of the diverse perspectives within the County. The SITP will continue to evolve and change as needed should circumstances require an adjustment to, or reprioritization of, the technology management and investment strategies necessary to support King County.

V. Report Requirements

1. A vision statement for the coordination of technology management and investment across the county;

As stewards of public resources, KCIT facilitates a technology ecosystem that optimizes the use of digital tools, data, and infrastructure. This SITP reflects a vision where technology enables operational efficiency as well as equity for all residents.

The coordination of technology management and investments proposed in this SITP align with the Executive's Best Run Government priority.[18] Technology is integral to King County's day-to-day business operations and customer service delivery. Leveraging technology can help King County enhance revenue collection, improve efficiency, and strengthen fiscal transparency and accountability behind the scenes – as is the case with proposed replacement of the County's tax assessment and payment system. Delivering effective online services can also directly improve mobility, health-service delivery, public safety, and social outcomes for community members. Within the last four years, King County has implemented a number of online services including remote jury duty via video conferencing, a multilingual website with AI chatbots answering frequently asked questions, and a wide range of online applications such as domestic violence protection orders, reduced transit fares, senior property tax exemptions, and more. This SITP calls for further technology modernizations that are essential to realize the efficiencies and user-friendly services embodied by Best Run Government.

Underpinning this strategic vision is King County's dedication to digital equity – the idea that the benefits of technology are accessible to all communities.[19] Sustaining vibrant communities includes removing barriers that prevent King County's low-income and rural residents from full and equitable digital engagement. In the future, proposed digital inclusion initiatives will seek to bridge the digital divide and empower underserved populations, while strategic investments in cybersecurity and data governance will safeguard the privacy of residents.

This vision entails a holistic approach to technology management that promotes interoperability, innovation, and resilience – ensuring the County remains at the forefront of digital transformation. This coordinated approach to technology management will foster greater collaboration across County departments. It will minimize redundancy and drive efficiency, further transforming the County into a more technologically advanced and interconnected community that enables every resident to thrive.

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[18] Best Run Government
[19] King County Determinants of Equity – Digital Equity

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2. A description of the current environment, strengths, weaknesses, opportunities and challenges for individual planning issue areas;

The current state of King County's information technology is described using a strengths, weaknesses, opportunities, and challenges (SWOC) analysis. Within this rubric, "strengths" are areas of existing capability. "Weaknesses" identify opportunities for potential growth and improvement. "Opportunities" are areas where significant benefits could potentially exist. "Challenges" are barriers to achieving the strategic technology vision.

The current SWOC assessment (see Figure 2) was derived from discussions and surveys with King County IT and business leaders represented in the governing bodies described in the Report Methodology section of this SITP. Participants considered the daily operational needs and customer services delivered by each King County agency and department. Results were collated, synthesized, and iterated into the current SWOC assessment in November 2022. These SWOC findings were used as input to the SITP planning process. For more information on the SWOC used in the last strategic plan, refer to Appendix D – SWOC background.

The SWOC analysis emphasized King County's high "technical debt" across applications and infrastructure. Technical debt refers to the number of supported systems with similar or overlapping capabilities; these "duplicate" systems incur unnecessary cost to maintain. King County currently maintains around 1,200 different applications, several of which serve similar functions and could likely be consolidated for greater efficiency. Tech debt also refers to the percentage of hardware and applications past their supported lifespans, and the future costs incurred by postponing vital system upgrades and replacements[20]. It is critical King County continue modernizing systems. Outdated systems break more frequently and become significantly more complex to fix; there are also fewer qualified experts capable of maintaining and repairing old systems. At a portfolio level, the increasing maintenance costs of carrying King County's technical debt eats into the resources available for innovation. Falling behind schedule carries the additional risk of weakening the County's security posture.

Another challenge is that King County does not have clear rules for data sharing between agencies, or "data governance." Data silos – pockets of disconnected, non-standardized data – are common among King County's hundreds of technology systems currently is use. As a result of siloed data, it is difficult to gain a holistic understanding of where community needs or impacts are greatest.

The SWOC also revealed opportunities to create efficiencies by leveraging enterprise platforms and reducing the hundreds of applications currently supported. Additionally, rapid advances in data tools and artificial intelligence (AI) demonstrate exciting possibilities in terms of automating manual workflows; these advances could result in significant time savings if the County can implement the necessary data governance and business process changes to fully leverage these technologies.

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[20] Gartner best practices: "Why and How to Manage Technical Debt"

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S Strengths

CARING & CAPABLE

- Consistently high-ranking in digital achievement
- Strong partnerships with local, industry-leading technology partners
- Innovative digital successes from last strategic plan having material pandemic impacts
- Employee growth and flexibility
- Leading with and focused on equity

W Weaknesses

INFLEXIBLE

- High technical debt across applications and infrastructure
- Cultural aversion to risk taking due to multi-leader governments designed for checks and balances and not speed
- Organizational silos making enterprise approaches more difficult
- Limited internal collaboration
- Ongoing government funding gap
- Current societal and workforce inequities
- Inability to effectively prioritize business needs against IT funding needed to meet those needs

O Opportunities

DIGITAL SERVICES

- Increased, improved and more consistent digital service delivery
- Information technology advancements including Artificial Intelligence (AI), Machine Learning (ML), and others
- Building better internal relationships
- Improved planning of IT resources leading to better expectation-setting and related delivery
- Better utilization of enterprise platform approach to reduce overall cost and speed solution delivery

C Challenges

STATUS QUO

- Data silos and rules for data sharing (enterprise governance)
- Not allowing security and privacy practices to accumulate tech debt
- Overcoming existing inequities and systemic barriers (like antiquated code)
- Increasing trust to enable digital efficiencies and improvements
- Including customers in plans and decisions
- Increased platform utilization requires willingness to adjust business processes

Figure 2 - 2023 King County Information Technology SWOC Assessment

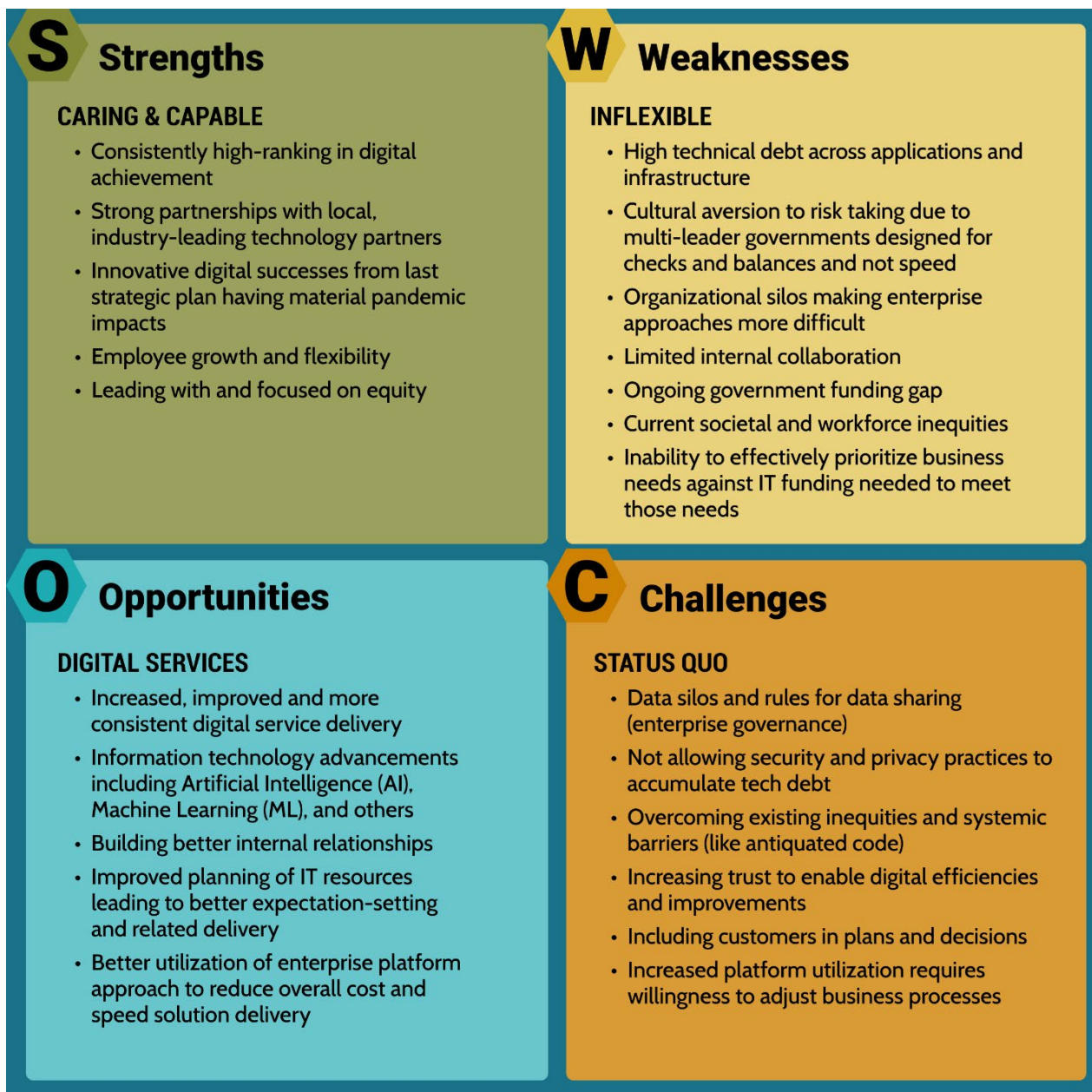Strategic Information Technology Plan

3. A list of recommended objectives with description;

As noted earlier in this report, the term 'objective' is used interchangeably with 'goal' throughout this strategic plan, consistent with information technology strategy nomenclature. This 2024-2027 King County Strategic Information Technology Plan includes goals (objectives) that enable King County to set the standard for excellence in public sector technology, ensuring both operational excellence and a resilient, forward-looking technology foundation that empowers employees and serves the community.

This section provides additional detail for each of the five information technology goals, including a corresponding set of objectives designed to achieve the goal. Additionally, each objective has a corresponding set of initiatives (discreet and measurable bodies of work) that represent the work to be completed over 2024-2027 on behalf of the objective. As budget planning for 2025 and 2026-2027 commences, the list of initiatives may evolve to reflect adjustments to county-wide priorities and/or unexpected changes in direction. The extent to which the goals, objectives, and initiatives can be achieved will depend on funding.

Appendix A provides a full list of all goals, objectives, and initiatives for reference.

GOAL 1
Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.

GOAL 2
Continuously Improve Digital Security and Privacy.

GOAL 3
Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.

GOAL 4
Expand the availability, use, and power of data and analytics to advance a data-driven King County.

GOAL 5
Drive Information Technology (IT) effectiveness and operational excellence.

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Figure 3 - Information Technology Strategic Goals

4. The approach to achieve the desired outcomes for each goal;

GOAL 1
Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.

King County is working to improve digital equity. In the modern era, fast and reliable broadband internet is an essential public utility people need to effectively work from home, conduct personal business (like banking or online payments), or access critical resources such as telemedicine, educational resources, or online government services. In response, King County is partnering with other governments and private industry to improve internet access and affordability.[21]
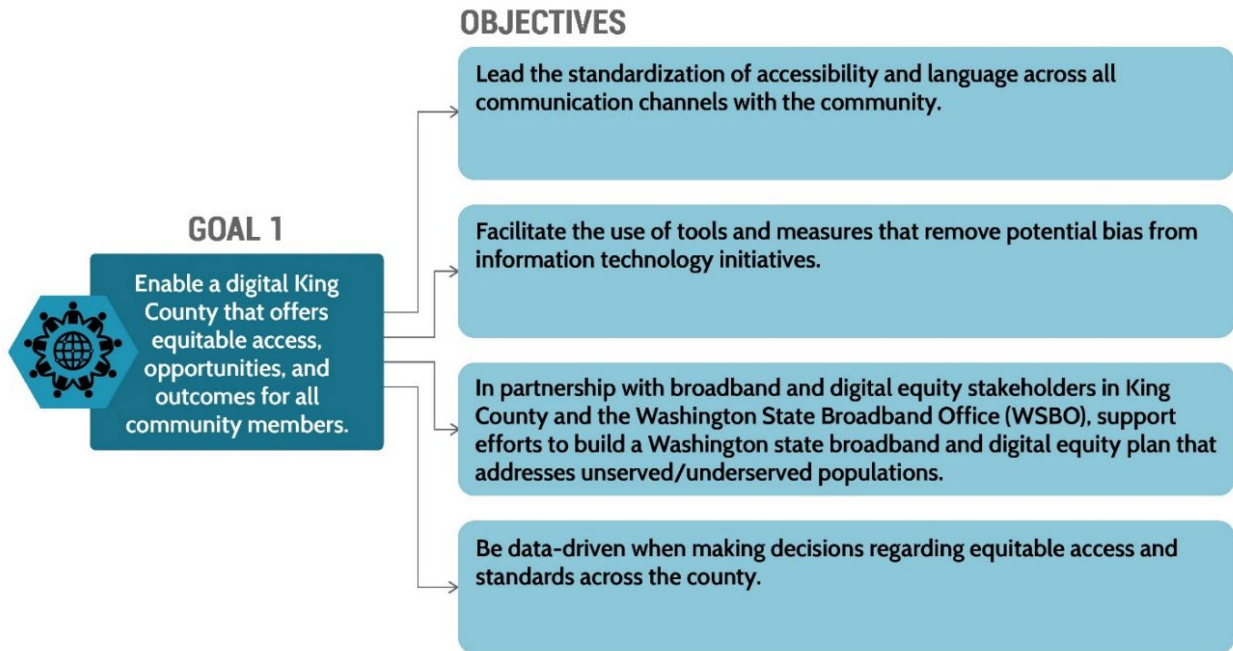
Community feedback from the Broadband Access Study

In 2020, King County conducted a large-scale Broadband Access Study to take a closer look at how residents use technology along with the pain points that prevent households from connecting to high-speed broadband internet. Nearly 95 percent of respondents consider internet access "important" or "very important" in their lives and the lives of their children. Although 76 percent of King County households report having access to "adequate" internet, there is a strong desire for lower prices and improved service.

Digital equity goes beyond internet connectivity; King County is working to further equitable access to vital information and services by standardizing accessibility across all communications channels – including the public website for desktop and mobile visitors, social media, apps, phone calls, and video conferencing. Clear analysis using more robust reporting tools helps leaders identify and mitigate potential bias from technology initiatives, and make data-informed decisions.

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[21] Link to *2020 "King County Broadband Access Comprehensive Report," p. 396*

OBJECTIVES

GOAL 1

Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.

- Lead the standardization of accessibility and language across all communication channels with the community.

- Facilitate the use of tools and measures that remove potential bias from information technology initiatives.

- In partnership with broadband and digital equity stakeholders in King County and the Washington State Broadband Office (WSBO), support efforts to build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.

- Be data-driven when making decisions regarding equitable access and standards across the county.

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Table 2 - Goal 1 Objectives

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GOAL 1

Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.

OBJECTIVES

Lead the standardization of accessibility and language across all communication channels with the community.

INITIATIVES

- Ensure that all public-facing technologies support the Web Content Accessibility Guidelines (WCAG) by meeting the level AA conformance criteria for that standard.
- Formally define the County supported communication channels, where and how they are utilized for community communications, and the languages that each supports.
- Create a process that allows the public to meaningfully provide feedback on enterprise tools that directly support their customer service experience.

Facilitate the use of tools and measures that remove potential bias from information technology initiatives.

- Standardize, digitize, and make transparent the Equity Impact Review (EIR) process, ensuring that it is used for at least 95% of County capital and non-capital projects.
- Expand Equity Impact Reviews (EIRs) to include Information Technology (IT) lines of service.
- Establish metrics that track the outcomes of equity impact processes intended to eliminate bias, using the resulting data to influence future decisions.

In partnership with broadband and digital equity stakeholders in King County and the Washington State Broadband Office (WSBO), support efforts to build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.

- Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber to deliver high speed broadband access to 1,600 homes in Duvall WA.
- Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting.
- Establish a framework for tracking digital equity funding opportunities to maximize funding opportunities for digital equity in King County.
- Engage with the office of Performance, Strategy, and Budget (PSB), and the Office of Equity, Racial, and Social Justice (OERSJ), and others to include broadband and digital equity as a new determinant of equity. Participate/lead as appropriate in creating and implementing any digital equity and/or Information Technology (IT) related recommendations contained in King County's updated equity and social justice strategic plan.

Be data-driven when making decisions regarding equitable access and standards across the county.

- Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest and to evaluate associated outcomes of accessibility efforts.

Table 3 - Goal 1 Objectives and Initiatives

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GOAL 2
Continuously Improve Digital Security and Privacy.

The goal of continuously enhancing digital security and privacy is foundational to King County's resilience, credibility, and the fulfillment of its duty to safeguard the public interest in an increasingly digital world.

Security and data privacy continue to be of paramount importance.[22] Cyberattacks on government in the first half of 2023 increased by 11 percent over the prior year.[23] In an era marked by rapid technological advancements and an ever-growing reliance on digital infrastructure, it is imperative to continuously improve the County's digital security and privacy. The escalating frequency and sophistication of cyber threats pose a direct and substantial risk to the confidentiality, integrity, and availability of sensitive information.

Data breaches can have far-reaching consequences, including financial losses, reputational damage, and compromised security, therefore King County must continue with an unwavering commitment to bolstering digital security defenses. Safeguarding critical government assets and the protection of people's personal information demands a proactive and adaptive approach, ensuring that King County stays one step ahead of evolving cyber threats.

Continuous improvement in digital security and privacy measures not only fortifies defenses against malicious actors, but also demonstrates King County's commitment to upholding the highest ethical standards in handling sensitive data. The digital age has brought about an unprecedented interconnectedness, with information sharing and collaboration becoming integral components of government operations. Although King County strives for greater efficiency and transparency through digital innovation in the County, the need to preserve individuals' privacy rights is equally imperative.

By prioritizing the development and implementation of robust cybersecurity protocols and privacy safeguards, the interests of community members are better protected while also cultivating their trust and confidence in the County's ability to responsibly navigate the complexities of the digital landscape.

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[22] Link to "Why Security and Privacy Matter in a Digital World," NIST.gov (September 28, 2017)
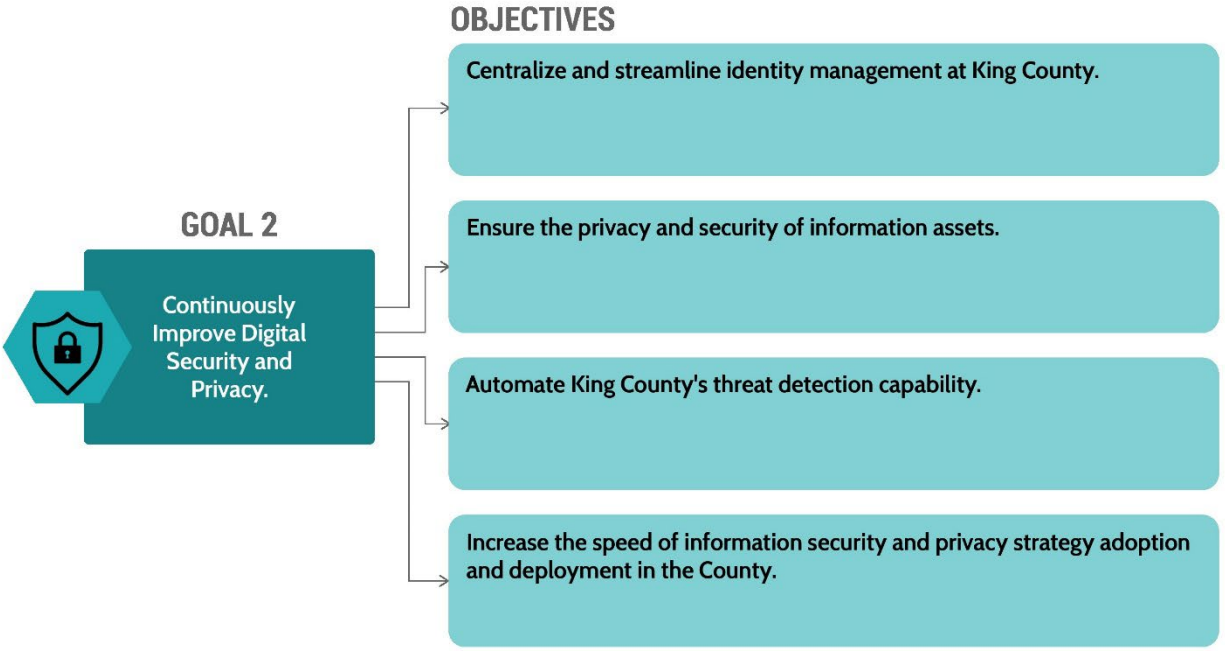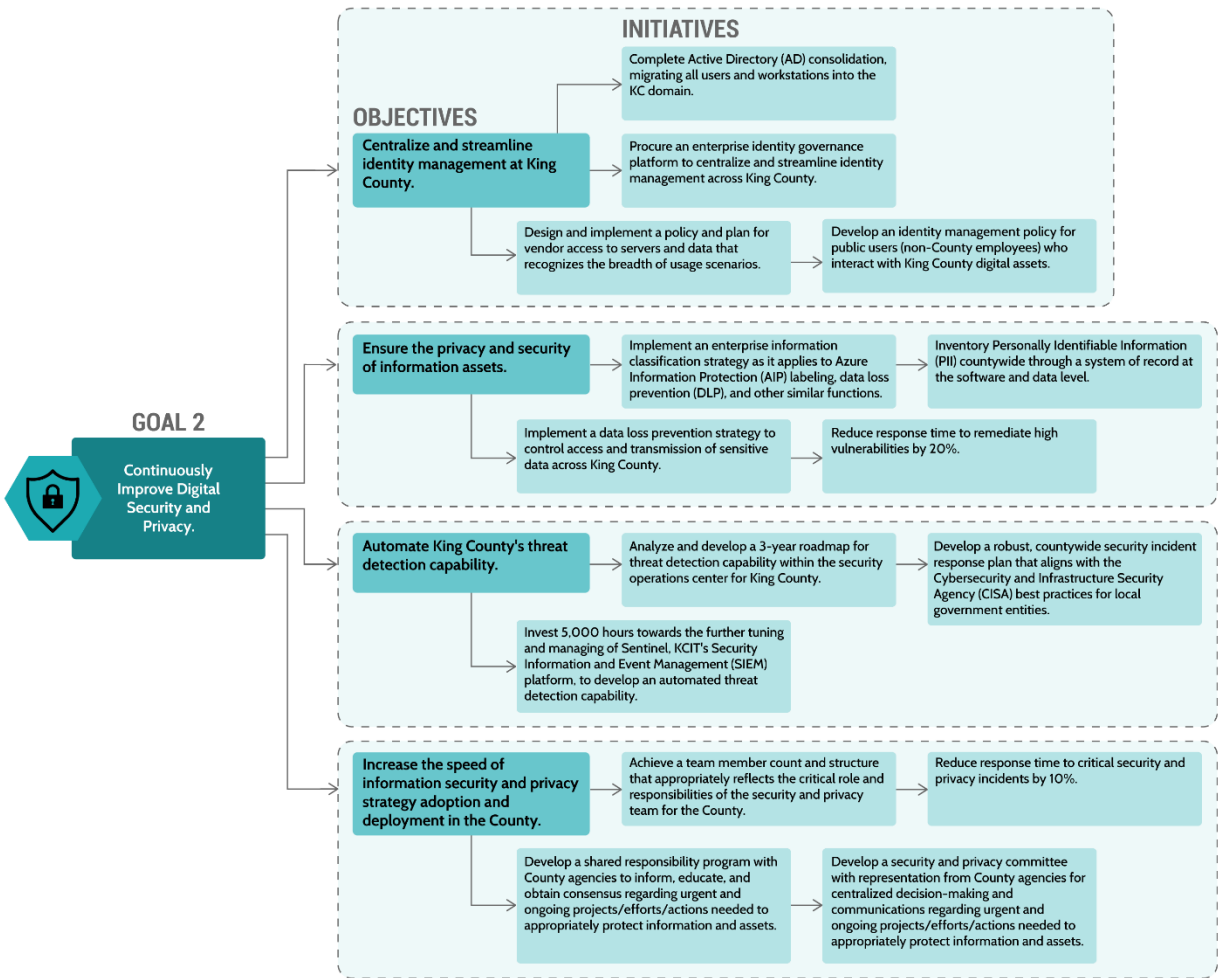[23] Link to "Cyber-attacks Against Governments are on the Rise in 2023," DIGIT News (August 28, 2023)

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OBJECTIVES

GOAL 2

Continuously Improve Digital Security and Privacy.

Centralize and streamline identity management at King County.

Ensure the privacy and security of information assets.

Automate King County's threat detection capability.

Increase the speed of information security and privacy strategy adoption and deployment in the County.

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Table 4 - Goal 2 Objectives

INITIATIVES

OBJECTIVES

GOAL 2

Continuously Improve Digital Security and Privacy.

Centralize and streamline identity management at King County.
- Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain.
- Procure an enterprise identity governance platform to centralize and streamline identity management across King County.
- Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios.
- Develop an identity management policy for public users (non-County employees) who interact with King County digital assets.

Ensure the privacy and security of information assets.
- Implement an enterprise information classification strategy as it applies to Azure Information Protection (AIP) labeling, data loss prevention (DLP), and other similar functions.
- Inventory Personally Identifiable Information (PII) countywide through a system of record at the software and data level.
- Implement a data loss prevention strategy to control access and transmission of sensitive data across King County.
- Reduce response time to remediate high vulnerabilities by 20%.

Automate King County's threat detection capability.
- Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.
- Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Security Agency (CISA) best practices for local government entities.
- Invest 5,000 hours towards the further tuning and managing of Sentinel, KCIT's Security Information and Event Management (SIEM) platform, to develop an automated threat detection capability.

Increase the speed of information security and privacy strategy adoption and deployment in the County.
- Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County.
- Reduce response time to critical security and privacy incidents by 10%.
- Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.
- Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.

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Table 5 - Goal 2 Objectives and Initiatives

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GOAL 3
Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.

In today's interconnected world, people expect seamless online services. Improving King County's user experience is not just a matter of digital convenience; removing barriers to digital services promotes inclusivity and enhances overall access to critical services.

The SITP's vision of a centralized portal for all public services is a "one-stop-shop" approach that quickly connects people with the right resources. The initiatives outlined in pursuit of this goal ensure that the public can easily and equitably access online government services, information, and resources. The strategic investment in digital capabilities enables King County to bridge the gap between essential services and the public's access to them, fostering a more connected community.

By aligning digital capabilities such as artificial intelligence (AI) with strategic goals, the County ensures a judicious use of resources while maximizing benefits. This approach enhances the cost-effectiveness of operations and establishes a foundation for sustainable growth and adaptability in an evolving technological landscape.

GOAL 3

Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.

OBJECTIVES

Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.

Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County.

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Table 6 - Goal 3 Objectives

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GOAL 3

Enable a connected King County through responsible and managed investment
in digital capabilities that deliver a consistent online services experience to the external community.

OBJECTIVES

Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.

Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County.

INITIATIVES

Inventory all identity-associated entry points for those we serve and develop a plan and timeline to centralize their access via the portal.

Leverage available data to define and build an omnichannel approach for interactions between King County agencies and those they serve.

Develop a countywide strategy for Customer Relationship Management (CRM), including a roadmap for the reduction of redundant systems.

Establish an AI investment framework based on King County's principles of True North.

Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem.

Identify the new skills needed by employees to use AI in the business setting.

2312_13461m_Goals-Objectives-Initiatives.ai

Table 7 - Goal 3 Objectives and Initiatives

GOAL 4
Expand the availability, use, and power of data and analytics to advance a data-driven King County.

In an era defined by the proliferation of information, the strategic utilization of data and analytics is the cornerstone for effective decision-making. This SITP identifies several foundational initiatives necessary for King County to undertake to harness the full potential of data.

This goal is a transformative step towards addressing the challenges and opportunities of expanding the availability of data. Initiatives such as implementing consistent data governance will improve data standardization, making it simpler to compare records. This will enable a deeper understanding of trends, patterns, and correlations within operations and across agencies that enables opportunities for proactive improvement. By democratizing access to crucial information, King County will allow all levels of the organization to make data-informed decisions.

The increased use of analytics empowers King County to derive meaningful insights from complex data sets. Leveraging advanced analytical tools ensures that decision-making processes are grounded in evidence, fostering a culture of continuous improvement and innovation across all services. Through the power of analytics, King County can optimize resource allocation, enhance service delivery, and develop targeted policies that better align with evolving operational needs. This not only enhances the efficiency of internal processes, but also contributes to a more transparent and accountable government that is responsive to the needs of the community.

A commitment to data-driven decision making reinforces the County's dedication to civic engagement and collaboration. By making relevant data more accessible to the public, King County empowers citizens to actively participate in governance, contributing their valuable perspectives and insights. This transparent approach builds trust between the government and its constituents and supports the principles of open government and accountability.

As the availability, use, and power of data and analytics expands, it lays the groundwork for a more informed, agile, and responsive government that is equipped to address the challenges and opportunities of the 21st century. This goal is not merely a technological objective, but a strategic imperative that will redefine the way government serves and interacts with the diverse communities of King County.

GOAL 4

Expand the availability, use, and power of data and analytics to advance a data-driven King County.

OBJECTIVES

Implement an enterprise data governance strategy and roadmap.

Increase the transparency, availability, and use of data relevant to specific areas of focus to be determined, across the County (equity, quality of services, etc.).
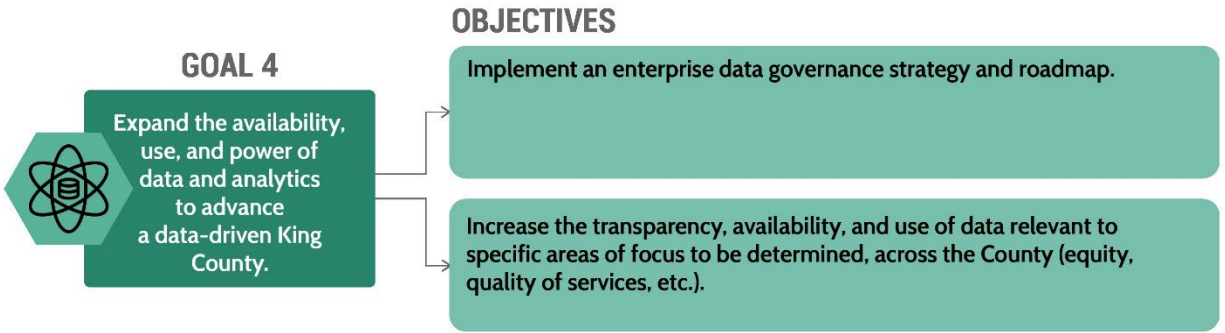
2312_13461m_Goals-Objectives.ai

Table 8 - Goal 4 Objectives
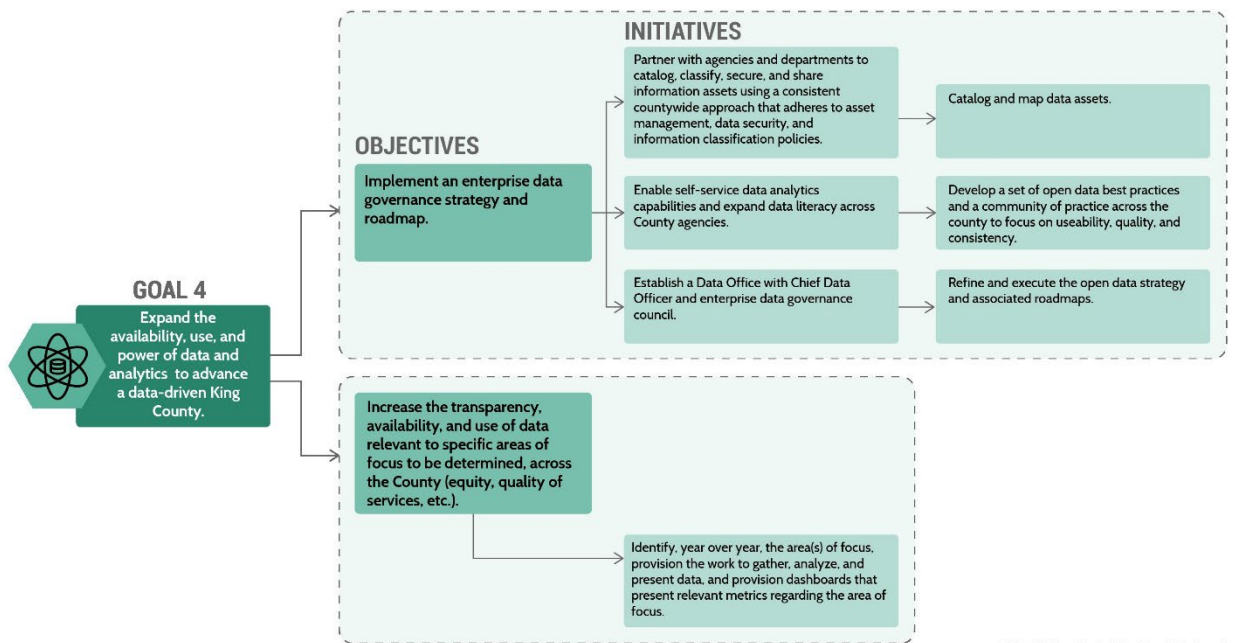
2312_13461m_Goals-Objectives-initiatives.ai

Table 9 - Goal 4 Objectives and Initiatives

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GOAL 5
Drive Information Technology (IT) effectiveness and operational excellence.

"Operational excellence" means streamlined processes that produce better results in less time, and for less money. Technology is at the heart of nearly every facet of King County operations; the effectiveness of the County's technology directly correlates with employees' ability to deliver efficient, community-centric services.

The objectives in this SITP are designed to deliver technology solutions that expand King County's culture of continuous improvement. With a focus on improving effectiveness, the SITP aims to modernize aging legacy equipment – King County's "technical debt" – and reduce the number of redundant applications. The first step is gaining better visibility into King County's current technical debt by determining what hardware and applications are outdated, or duplicative. Improving technology asset management practices will enable strategic reductions of King County's technical debt. In turn, this will free up IT staff resources to deliver a more responsive and adaptive technological framework that supports the evolving needs of the County itself and those it serves.

The initiatives listed here lay the groundwork for a resilient information technology environment that enhances service delivery and ensures the responsible stewardship of resources.

OBJECTIVES

GOAL 5

Drive Information Technology (IT) effectiveness and operational excellence.

Accelerate legacy modernization.

Finalize and implement the Enterprise Architecture (EA)

Deliver a strategic information technology services portfolio that focuses on enterprise value & innovating within constraints.

Create an information technology asset management practice to reduce risk, manage cost, and improve service.

Evolve the project oversight and management functions to reduce administrative burden, improve project outcomes, and increase the percentage of on-time project completion.

2312_13461m_Goals-Objectives.ai

Table 10 - Goal 5 Objectives

INITIATIVES

OBJECTIVES

GOAL 5

Drive Information Technology (IT) effectiveness and operational excellence.

Accelerate legacy modernization.
- Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments.
- Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management.
- Modernize conference room technologies and implement ongoing maintenance practices.

Finalize and implement the Enterprise Architecture (EA)
- Develop and maintain enterprise architecture roadmaps that provide a consistent framework for aligning technology investments with information technology and business objectives.

Deliver a strategic information technology services portfolio that focuses on enterprise value & innovating within constraints.
- Identify business capabilities that are served by disparate technology solutions and draft a strategy for the reduction of redundancies.
- Deliver Business Continuity (BC) plan that is maintainable and testable.
- Establish the KCIT service catalog.
- Build a culture of responsible innovation to support the development and testing of new concepts.
- Update the enterprise resource planning (ERP) strategy and roadmap.
- Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions.
- Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery.

Create an information technology asset management practice to reduce risk, manage cost, and improve service.
- Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management.
- Implement radio subscriber Preventative Maintenance (PM) service to the entire King County region for both internal and external public safety agencies.

Evolve the project oversight and management functions to reduce administrative burden, improve project outcomes, and increase the percentage of on-time project completion.
- Refine the KCIT governance function to increase efficiencies and reduce administrative burden.
- Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight.
- Ensure alignment of business priorities with technology investments and enterprise/County values.

2312_13461m_Goals-Objectives-Initiatives.ai

Table 11 - Goal 5 Objectives and Initiatives

5. **The accomplishments towards meeting goals from previous approved strategic plans, when goals have not been met, and a discussion of the obstacles towards meeting those goals;**

This plan builds on progress achieved in the 2020-23 SITP by aligning technology investments with community demand for digital services and the goals outlined in King County's Equity and Social Strategic Plan[24], the Strategic Climate Action Plan[25], Clean Water Healthy Habitat Strategic Plan[26], Strategic Plan for Public Transportation[27], and Strategic Plan for Road Services[28].

The 2020-2023 Strategic Information Technology Plan [29] identified three goals:

- **Connected Communities** – Service delivery and access to information can be conducted at a County office, over the phone, using online chat, video, text messaging, social media, mobile app, robotic processing, or through the County web page. Regardless of the engagement method that an individual prefers, the information will be presented by another person or technology in a way that is personalized to an individual's preference, including language or accessibility needs.

- **Connected Data** – King County will use the vast amount of information that it possesses, coupled with partner data, to create insights that will assist county employees in delivering better outcomes and providing meaningful information to the community. Data is the cornerstone of the technology plan; integrating information sources and providing powerful tools to analyze the data will enable the creation of new insights and provide the ability to improve results. King County's customers, employees, and partners will share information and have access to information needed to achieve breakthrough results.

- **Connected Government** – King County will create a digital marketplace for government services. This will include mediating transactions between departments and across government entities so that an individual can find the service or information that one is seeking in alignment with no wrong door approach to getting service. The digital marketplace will provide a catalog of services in a manner that is understandable to an individual. It will leverage emerging technologies to provide the capabilities for intelligent search, such as Google's capabilities. Information security, accessibility, and digital identity will be managed as part of the marketplace to ensure that user information is secured and protected. The marketplace will be used by the community to access services, complete transactions, and convert data into useful information. King County employees will use the marketplace to inform their work, develop

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[24] Link to Equity and Social Justice Strategic Plan
[25] Link to Strategic Climate Action Plan
[26] Link to Clean Water Healthy Habitat Strategic Plan
[27] Link to Strategic Plan for Public Transportation
[28] Link to Strategic Plan for Road Services

[29] Link to 2020-2023 King County Strategic Information Technology Plan

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automated workflows, assist customers, and to derive powerful insights from data and reporting to drive successful outcomes by using the data.
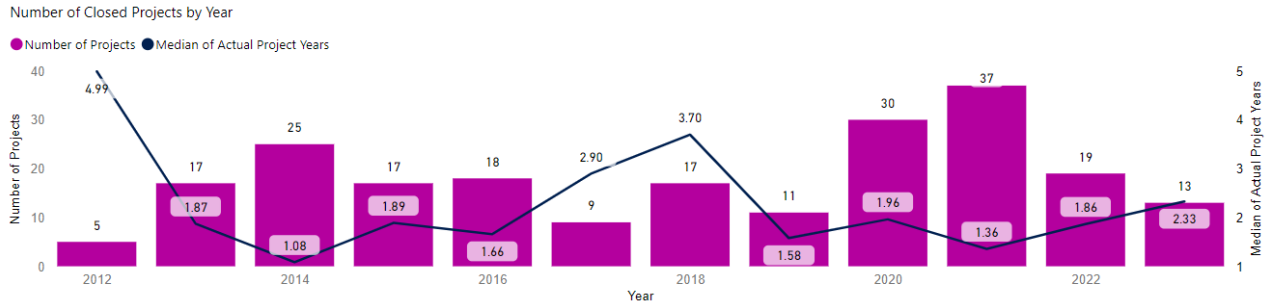
Figure 4 - Number of Closed Projects, and Median of Actual Project Years

Since 2020, King County successfully completed 99 technology projects. Of these, 23 were Connected Communities projects; 58 were Connected Data projects; and 18 were Connected Government projects. Highlights in each goal area included:

Connected Communities

- **Vaccine Management Tools** sync patient records to state reporting systems and feature omnichannel artificial intelligence chatbots (in multiple languages) that let people book appointments online or by phone, with automated text/email reminders. Public dashboards let community members and regional leadership make important data-driven decisions. This project was performed in partnership with the Department of Public Health (DPH).

- **Eviction Prevention and Rental Assistance Program (EPRAP)**[30] streamlined landlord payments to stabilize the lives of tenants and their families, keeping vulnerable communities housed. EPRAP determined tenants' eligibility, provided convenient electronic signature options, and allowed bulk application processing at 60 community-based organizations. These improvements resulted in more than 50,000 households registering for rental assistance (double the previous number). EPRAP paid out $342 million; funds could be electronically dispersed, meaning fewer checks were printed/mailed – this resulted in faster payment for landlords, and cost efficiencies for King County. Automated fraud detection reviewed and flagged suspicious applications. Additionally, EPRAP fed public-facing dashboards that provided demographic data, ensuring equity and transparency. This project was performed in partnership with the Department of Community and Human Services (DCHS).

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[30] Link to Dept. of Community and Human Services EPRAP data

Connected Data

- **Client Outcome Reporting Engine (CORE)** is a first-of-its-kind system that lets more than100 partner providers submit information through a secure online platform that standardizes data.[31] Real-time dashboards compare vendor performance to Community and Human Services clients' outcomes. This project was performed in partnership with Department of Community and Human Services (DCHS).

- **Jail Management System** is the first in the nation to combine records for juvenile, adult, and community corrections agencies from all regional legal, police, and courts jurisdictions; this "whole person view" dramatically streamlined jail operations and improved the health and safety of people in custody. This project was performed in partnership with the Department of Adult and Juvenile Detention (DAJD).

- **Metro's transit data hub (TBIRD)** supports a data-driven culture and multiple automations, eliminating redundant tasks that previously took 675 hours of staff time to perform every year. This project was performed in partnership with the Department of Metro Transit.

Connected Government

- **Puget Sound Emergency Radio Network (PSERN)**, a voter-approved effort to replace the current system, its supporting infrastructure, and nearly all portable and mobile radios. King County partnered with 106 regional agencies and 11 cities to make PSERN a reality. Residents will benefit from increased coverage; areas that were previously "deserts" with no available emergency radio networks will now be better connected to fire, ambulance, and police services. PSERN will transform emergency communications in King County for the next 20+ years by allowing for regular upgrades that will prevent the infrastructure from becoming obsolete. New abilities include encrypted radio traffic; over the air programming; GPS capabilities; and two-way communication for police and firefighters not just within one city, but throughout the entire region. This project was performed in partnership with the 11 cities and 106 regional agencies impacted by the project.

- **Evidence.com**, King County's shared digital evidence database quickly become the primary solution for the entire region to manage digital evidence and shared files between state and local law, safety, and justice agencies. Now, agencies spend just minutes (not hours) per case organizing files and linking the evidence to their case management system for easy access, without detectives having to pick up evidence in person to maintain chain of custody.

- **Digital HR systems** enable more than 75,000 annual HR transactions to happen faster and more securely than previous paper and email attachments, and allow for the rapid, streamlined collection of some 14,300 digital vaccination compliance forms during the pandemic.

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[31] Link to Client Outcomes Reporting Engine (CORE) Portal

- **Microsoft Teams** migration for more than 20,000 King County employees and shared phone accounts provided a more collaborative experience for employees working remotely, with many convenient calling, chat, and video conferencing tools not available on the previous Skype platform.

- **Multi-Factor Authentication (MFA)** security was applied to all King County employee and contractor accounts, requiring employees to verify their identity using a separate device such as a cell phone or digital fob. Implementation has reduced security risks, improved the County's insurance profile, and eliminated more than 700 hours annually in customer support for password resets.

To learn more, please refer to the 2020-2023 strategic information technology plan and subsequent annual updates:

- 2020 - 2023 strategic information technology plan[32]
- 2021 SITP Update[33]
- 2022 SITP Update[34]
- 2023 SITP Update[35]

6. Appendices supporting the recommended goals; and

See appendixes A through E for information supporting the recommended goals.

7. Appendix defining appropriate strategic performance metric or metrics for each recommended goal in the plan. (Ord. 19654 § 6, 2023: Ord. 18802 § 1, 2018: Ord. 18432 § 8, 2016).[36]

See Appendix B for information on strategic performance metrics.

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[32] Link to King County Strategic Information Technology Plan 2020 - 2023
[33] Link to King County Strategic Information Technology Plan 2020 – 2023, 2021 Update
[34] Link to King County Strategic Information Technology Plan 2020 – 2023, 2022 Update
[35] Link to King County Strategic Information Technology Plan 2020 – 2023, 2023 Update
[36] Link to 2A.380.200

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VI.   Conclusion

This Strategic Information Technology Plan not only addresses the immediate technological needs of King County but also lays the groundwork for a future-ready and resilient digital infrastructure. By fostering a culture of continuous improvement and embracing emerging technologies responsibly, King County is poised to excel in delivering efficient, citizen-centric services while navigating the complexities of the evolving digital landscape.

VII.   Appendices

Appendix A – Full list of Strategic Information Technology Goals, Objectives and Initiatives

Goal 1: Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.	
Objectives	**Initiatives**
Lead the standardization of accessibility and language across all communication channels with the community.	• Ensure that all public-facing technologies support the Web Content Accessibility Guidelines (WCAG) by meeting the level AA conformance criteria for that standard. • Formally define the County supported communication channels, where and how they are utilized for community communications, and the languages that each supports. • Create a process that allows the public to meaningfully provide feedback on enterprise tools that directly support their customer service experience.
Facilitate the use of tools and measures that remove potential bias from Information Technology initiatives.	• Standardize, digitize, and make transparent the Equity Impact Review (EIR) process, ensuring that it is used for at least 95 percent of County capital and non-capital projects. • Expand Equity Impact Reviews (EIRs) to include information technology lines of service. • Establish metrics that track the outcomes of equity impact processes intended to eliminate bias, using the resulting data to influence future decisions.
In partnership with broadband and digital equity stakeholders in King County and the Washington State Broadband Office, support efforts to	• Engage with the office of Performance, Strategy and Budget (PSB), and the Office of Equity, Racial, and Social Justice (OERSJ), and others to include broadband and digital equity as a new determinant of equity.

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build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.	Participate/lead as appropriate in creating and implementing any digital equity and/or information technology related recommendations contained in King County's updated equity and social justice strategic plan. • Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber to deliver high speed broadband access to 1,600 homes in Duvall WA. • Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting. • Establish a framework for tracking digital equity funding opportunities to maximize funding opportunities for digital equity in King County.
Be data-driven when making decisions regarding equitable access and standards across the county.	• Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest and to evaluate associated outcomes of accessibility efforts.

Goal 2: Continuously Improve Digital Security and Privacy.	
Objectives	**Initiatives**
Centralize and streamline identity management at King County.	• Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain. • Procure an enterprise identity governance platform to centralize and streamline identity management across King County. • Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios. • Develop an identity management policy for public users (non-County employees) who interact with King County digital assets.
Ensure the privacy and security of information assets.	• Implement an enterprise information classification strategy as it applies to Azure Information Protection (AIP) labeling, data loss prevention (DLP), and other similar functions. • Inventory Personally Identifiable Information (PII) countywide through a system of record at the software and data level. • Implement a data loss prevention strategy to control access and transmission of sensitive data across King County.

	• Reduce response time to remediate high vulnerabilities by 20%.
Automate King County's threat detection capability.	• Invest 5,000 hours towards the further tuning and managing of Sentinel, KCIT's Security Information and Event Management (SIEM) platform, to develop an automated threat detection capability. • Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Security Agency (CISA) best practices for local government entities. • Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.
Increase the speed of information security and privacy strategy adoption and deployment in the County.	• Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County. • Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets. • Reduce response time to critical security and privacy incidents by 10%. • Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.

Goal 3: Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.

Objectives	Initiatives
Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.	• Inventory all identity-associated entry points for those we serve and develop a plan and timeline to centralize their access via the portal. • Leverage available data to define and build an omnichannel approach for interactions between King County agencies and those they serve. • Develop a countywide strategy for Customer Relationship Management (CRM), including a roadmap for the reduction of redundant systems.

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Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County	• Establish an AI investment framework based on King County's principles of True North. • Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem. • Identify the new skills needed by employees to use AI in the business setting.

Goal 4: Expand the availability, use, and power of data and analytics
to advance a data-driven King County.

Objectives	Initiatives
Implement an enterprise data governance strategy and roadmap.	• Partner with agencies and departments to catalog, classify, secure, and share information assets using a consistent countywide approach that adheres to asset management, data security, and information classification policies. • Enable self-service data analytics capabilities and expand data literacy across County agencies. • Establish a Data Office with Chief Data Officer and enterprise data governance council. • Catalog and map data assets. • Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency. • Refine and execute the open data strategy and associated roadmaps.
Increase the transparency, availability, and use of data relevant to specific areas of focus to be determined, across the County (equity, quality of services, etc.).	• Identify, year over year, the area(s) of focus, provision the work to gather, analyze, and present data, and provision dashboards that present relevant metrics regarding the area of focus.

Goal 5: Drive Information Technology (IT) effectiveness and operational excellence.

Objectives	Initiatives

Accelerate legacy modernization	• Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments. • Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management. • Modernize conference room technologies and implement ongoing maintenance practices.
Finalize and implement the Enterprise Architecture (EA)	• Develop and maintain a consistent Enterprise Architecture (EA) framework for aligning technology investments with Information Technology and business objectives.
Deliver a strategic information technology services portfolio that focuses on enterprise value	• Identify business capabilities that are served by disparate technology solutions and draft a strategy for the reduction of redundancies. • Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions. • Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery. • Deliver Business Continuity (BC) plan that is maintainable and testable. • Establish the KCIT service catalog. • Build a culture of responsible innovation to support the development and testing of new concepts. • Update the enterprise resource planning (ERP) strategy and roadmap.
Create an information technology asset management practice to reduce risk, manage cost, and improve service.	• "Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management. • Implement radio subscriber Preventative Maintenance (PM) service to the entire King County region for both internal and external public safety agencies. • Comply with regulatory requirements for Distributed Antenna Systems by putting in place appropriate servicing process now that PSERN staff can no longer perform this function
Evolve the project oversight and management functions to reduce administrative burden, improve	• Refine the KCIT governance function to increase efficiencies and reduce administrative burden.

project outcomes, and increase the percentage of on-time project completion.	- Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight. - Ensure alignment of business priorities with technology investments and enterprise/County values.

Appendix B – Information Technology Strategic Performance Metrics

The approach to strategic performance metrics is to monitor the start, progress, and completion of strategic initiatives identified in the current list of information technology goals, objectives, and initiatives as identified in Appendix A, or as updated each year through annual updates to the strategic plan. Because some initiatives may span multiple years, each initiative will be assessed to determine if it was started as planned, if it made progress as expected, and if it completed as expected. All the initiatives within an objective that had planned activity during a year will be rolled up to a composite score for that objective. Similarly, each goal will also receive a score based on a composite score from its objectives.

At the end of each year, and as part of the annual update required by code,[37] the list of initiatives will be updated and extended over an additional year, so that a four-year horizon is maintained. These updates should be coordinated and mirror updates to department annual plans that are updated each year to reflect the shorter-term priorities of each department. Doing so not only meets the requirements in code for an annual information technology strategy update, but it also infuses an on-going, living aspect to information technology strategy that is needed in a quickly changing information technology environment while aligning with business needs.

Finally, and most importantly, by maintaining this approach, information technology can perform more effective resource planning that continually improves the ability to forecast expected delivery of solutions and needs based on the resources needed to accomplish each initiative and project.

The initial target is to complete 70 percent of the initiatives contained in the plan with an identified end date in the year being measured. This may be adjusted as learning around estimating accuracy occurs over the four years of the plan to continuously improve in both expectation setting and delivery to plan.

Table 12 below provides the planned timeframe for all strategic initiatives. Strategic progress will be measured by reviewing actual progress to this plan. Because the strategic plan is updated each year, these expectations will also be updated accordingly each year.

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[37] Link to King County Code Section 2A.380.200.B

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Table 12 - SITP Initiatives Across Four Year Plan Horizon

REF #	Goal	Objectives	Initiatives	Start	End
1	**Enable a digital King County that offers equitable access, opportunities, and outcomes for all community members.**				
1.1		Lead the standardization of accessibility and language across all communication channels with the community.			
1.1.1			Ensure that all public-facing technologies support the Web Content Accessibility Guidelines (WCAG) by meeting the level AA conformance criteria for that standard.	24Q1	24Q4
1.1.2			Formally define the County supported communication channels, where and how they are utilized for community communications, and the languages that each supports.	24Q2	25Q2
1.1.3			Create a process that allows the public to meaningfully provide feedback on enterprise tools that directly support their customer service experience.	27Q1	27Q4
1.2		Facilitate the use of tools and measures that remove potential bias from information technology initiatives.			
1.2.1			Standardize, digitize, and make transparent the Equity Impact Review (EIR) process, ensuring that it is used for at least 95% of County capital and non-capital projects.	25Q1	27Q1
1.2.2			Expand Equity Impact Reviews (EIRs) to include Information Technology (IT) lines of service.	24Q3	27Q3
1.2.3			Establish metrics that track the outcomes of equity impact processes intended to eliminate bias, using the resulting data to influence future decisions.	25Q1	26Q1
1.3		In partnership with broadband and digital equity stakeholders in King County and the Washington State Broadband Office (WSBO), support efforts to build a Washington state broadband and digital equity plan that addresses unserved/underserved populations.			

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REF #	Goal	Objectives	Initiatives	Start	End
1.3.1			Engage with the office of Performance, Strategy, and Budget (PSB), and the Office of Equity, Racial, and Social Justice (OERSJ), and others to include broadband and digital equity as a new determinant of equity. Participate/lead as appropriate in creating and implementing any digital equity and/or Information Technology (IT) related recommendations contained in King County's updated equity and social justice strategic plan.	24Q1	27Q4
1.3.2			Complete two WSBO funded public private partnership infrastructure grants with Ziply Fiber to deliver high speed broadband access to 1600 homes in Duvall WA.	24Q1	25Q4
1.3.3			Establish broadband and digital equity measurements and repeatable data sources to enable dashboard reporting.	24Q1	24Q4
1.3.4			Establish a framework for tracking digital equity funding opportunities to maximize funding opportunities for digital equity in King County.	24Q1	24Q4
1.4		Be data-driven when making decisions regarding equitable access and standards across the county.			
1.4.1			Strategically invest in data hubs and intelligence tools to identify where needs for services are the greatest and to evaluate associated outcomes of accessibility efforts.	24Q1	28Q4
2	Continuously Improve Digital Security and Privacy.				
2.1		Centralize and streamline identity management at King County.			
2.1.1			Complete Active Directory (AD) consolidation, migrating all users and workstations into the KC domain.	24Q1	26Q3
2.1.2			Procure an enterprise identity governance platform to centralize and streamline identity management across King County.	26Q1	27Q4
2.1.3			Design and implement a policy and plan for vendor access to servers and data that recognizes the breadth of usage scenarios.	26Q1	27Q4
2.1.4			Develop an identity management policy for public users (non-County employees) who interact with King County digital assets.	26Q1	27Q4
2.2		Ensure the privacy and security of information assets.			

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REF #	Goal	Objectives	Initiatives	Start	End
2.2.1			Implement an enterprise information classification strategy as it applies to Azure Information Protection (AIP) labeling, data loss prevention (DLP), and other similar functions.	24Q1	25Q4
2.2.2			Inventory Personally Identifiable Information (PII) countywide through a system of record at the software and data level.	24Q1	27Q4
2.2.3			Implement a data loss prevention strategy to control access and transmission of sensitive data across King County.	24Q1	25Q4
2.2.4			Reduce response time to remediate high vulnerabilities by 20%.	24Q1	24Q4
2.3		Automate King County's threat detection capability.			
2.3.1			Invest 5,000 hours towards the further tuning and managing of Sentinel, KCIT's Security Information and Event Management (SIEM) platform, to develop an automated threat detection capability.	24Q1	26Q2
2.3.2			Develop a robust, countywide security incident response plan that aligns with the Cybersecurity and Infrastructure Security Agency (CISA) best practices for local government entities.	24Q1	25Q2
2.3.3			Analyze and develop a 3-year roadmap for threat detection capability within the security operations center for King County.	24Q1	25Q3
2.4		Increase the speed of information security and privacy strategy adoption and deployment in the County.			
2.4.1			Achieve a team member count and structure that appropriately reflects the critical role and responsibilities of the security and privacy team for the County.	24Q1	27Q4
2.4.2			Develop a shared responsibility program with County agencies to inform, educate, and obtain consensus regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.	25Q1	27Q1
2.4.3			Reduce response time to critical security and privacy incidents by 10%.	24Q1	25Q2
2.4.4			Develop a security and privacy committee with representation from County agencies for centralized decision-making and communications regarding urgent and ongoing projects/efforts/actions needed to appropriately protect information and assets.	25Q1	26Q2

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REF #	Goal	Objectives	Initiatives	Start	End
3	**Enable a connected King County through responsible and managed investment in digital capabilities that deliver a consistent online services experience to the external community.**				
3.1		Design and implement a portal experience for the community that serves as a 'one-stop shop' for needed services and information.			
3.1.1			Inventory all identity-associated entry points for those we serve and develop a plan and timeline to centralize their access via the portal.	27Q2	28Q1
3.1.2			Leverage available data to define and build an omnichannel approach for interactions between King County agencies and those they serve.	27Q1	28Q1
3.1.3			Develop a countywide strategy for Customer Relationship Management (CRM), including a roadmap for the reduction of redundant systems.	24Q1	27Q1
3.2		Develop a formal Artificial Intelligence (AI) strategy and roadmap for King County			
3.2.1			Establish an AI investment framework based on King County's principles of True North.	24Q1	24Q4
3.2.2			Draft and formalize an AI governance model including a standards engagement toolkit to support the established AI ecosystem.	24Q1	25Q4
3.2.3			Identify the new skills needed by employees to use AI in the business setting.	24Q1	24Q4
4	**Expand the availability, use, and power of data and analytics to advance a data-driven King County.**				
4.1		Implement an enterprise data governance strategy and roadmap.			
4.1.1			Partner with agencies and departments to catalog, classify, secure, and share information assets using a consistent countywide approach that adheres to asset management, data security, and information classification policies.	24Q1	27Q1
4.1.2			Enable self-service data analytics capabilities and expand data literacy across County agencies.	27Q1	28Q4

Strategic Information Technology Plan

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REF #	Goal	Objectives	Initiatives	Start	End
4.1.3			Establish a Data Office with Chief Data Officer and enterprise data governance council.	24Q1	24Q4
4.1.4			Catalog and map data assets.	26Q1	28Q4
4.1.5			Develop a set of open data best practices and a community of practice across the county to focus on useability, quality, and consistency.	24Q1	27Q4
4.1.6			Refine and execute the open data strategy and associated roadmaps.	24Q1	27Q4
4.2		Increase the transparency, availability, and use of data relevant to specific areas of focus to be determined, across the County (equity, quality of services, etc.).			
4.2.1			Identify, year over year, the area(s) of focus, provision the work to gather, analyze, and present data, and provision dashboards that present relevant metrics regarding the area of focus.	25Q1	28Q4
5	Drive Information Technology (IT) effectiveness and operational excellence				
5.1		Accelerate legacy modernization			
5.1.1			Develop a resilient and scalable hybrid cloud strategy that addresses evolving technology needs and generates flexible cost models tied to business investments.	24Q1	24Q4
5.1.2			Identify systems and hardware technical debt, and introduce debt reduction planning into lifecycle management.	24Q2	24Q4
5.1.3			Modernize conference room technologies and implement ongoing maintenance practices.	24Q1	25Q4
5.2		Finalize and implement the Enterprise Architecture (EA)			
5.2.1			Develop and maintain a consistent Enterprise Architecture (EA) framework for aligning technology investments with Information Technology and business objectives.	24Q1	24Q4
5.3		Deliver a strategic information technology services portfolio that focuses on enterprise value			
5.3.1			Identify business capabilities that are served by disparate technology solutions and draft a strategy for the reduction of redundancies.	24Q1	25QQ1

REF #	Goal	Objectives	Initiatives	Start	End
5.3.2			Reduce the number of unique configurations of hardware and software through the use of enterprise-enabled solutions.	26Q1	28Q4
5.3.3			Complete the transition to Application Programming Interfaces (APIs), platforms, and reusable services that reduce effort and accelerate delivery.	24Q1	26Q4
5.3.4			Deliver Business Continuity (BC) plan that is maintainable and testable.	24Q1	24Q3
5.3.5			Establish the KCIT service catalog.	26Q1	27Q4
5.3.6			Build a culture of responsible innovation to support the development and testing of new concepts.	24Q1	27Q4
5.4		Create an information technology asset management practice to reduce risk, manage cost, and improve service.			
5.4.1			Develop an inventory of assets (physical and virtual) and a corresponding strategy for their ongoing maintenance and lifecycle management.	24Q1	TBD
5.4.2			Implement radio subscriber Preventative Maintenance (PM) service to the entire King County region for both internal and external public safety agencies.	24Q1	27Q4
5.4.3			Comply with regulatory requirements for Distributed Antenna Systems by putting in place appropriate servicing process now that PSERN staff can no longer perform this function	24Q2	24Q4
5.5		Evolve the project oversight and management functions to reduce administrative burden, improve project outcomes, and increase the percentage of on-time project completion.			
5.5.1			Refine the KCIT governance function to increase efficiencies and reduce administrative burden.	24Q1	25Q1
5.5.2			Implement resource planning within KCIT to facilitate project intake, project prioritization, project planning, and project oversight.	24Q1	25Q3
5.5.3			Ensure alignment of business priorities with technology investments and enterprise/County values.	24Q1	24Q2

Strategic Advisory Council

Business Management Council

Technology Management Board

King County agency and department representatives

Department of Information Technology

Public Sector Partners

Office of the CIO

Office of the CIO

Office of the CIO

Office of the CIO

Private Sector Partners

The SWOC originally identified for the 2020-2023 strategic information technology plan:

S STRENGTHS

LEADING EDGE

- Consistently high ranking in digital achievement

- Strong partnerships with local, Industry leading technology partners

- 2016 – 2019 strategic focus on infrastructure enabling future focus going forward

- Funding successes for enterprise efforts

C WEAKNESSES

CHANGE AVERSE/SLOW

- High technical debt contained in legacy application portfolios

- Multi-leader government designed for checks and balances not speed

- Cultural aversion to risk and consequently change – engrained through existing business processes

O OPPORTUNITIES

INNOVATION

- Success with Innovation Pilots

- Partners expecting innovation leadership from IT that spans technology to include business change

- Heavy training and growth emphasis on IT staff on agile processes, tools, and future technologies

- Increased digital channels and capabilities rapidly evolving and affordably available

C CHALLENGES

STATUS QUO

- High percentage of IT cost tied up in labor making investments less frequent

- Internal as opposed to external/customer focus; limited or siloed connections with communities and citizens

- IT often viewed as support organization rather than an enabler

- Continued investment required for cybersecurity and privacy

Table 5 13- Original SWOC in 2020-23 strategic information technology plan

Strategic Information Technology Plan

The SWOC was updated in 2021 to acknowledge the changed realities caused by the global pandemic as indicated in table 14:

S STRENGTHS

LEADING EDGE

- Consistently high ranking in digital achievement
- Strong partnerships with local, Industry leading technology partners
- 2016 – 2019 strategic focus on infrastructure enabling future focus
- Funding successes for enterprise efforts

NEW: CHANGE READY

- *Ability to quickly pivot to changing priorities*

W WEAKNESSES

CHANGE AVERSE/SLOW

- High technical debt contained in legacy application portfolios
- Multi-leader government designed for checks and balances not speed
- Cultural aversion to risk and consequently change – engrained through existing business processes

NEW: DIGITAL INEQUITY

- *Increased and more evident impacts on under and unserved communities*

O OPPORTUNITIES

INNOVATION

- Success with Innovation Pilots
- Partners expecting innovation leadership from IT that spans technology to include business change
- Heavy training and growth emphasis for IT staff on agile processes, tools, and future technologies
- Increased digital channels and capabilities rapidly evolving and affordably available

NEW: PANDEMIC DISRUPTION

- *Increased trust in IT as valued partner*

C CHALLENGES

STATUS QUO

- High percentage of IT cost tied up in labor making investments less frequent
- Internal as opposed to external/customer focus; limited or siloed connections with communities and citizens
- IT often viewed as support organization rather than an enabler
- Continued investment required for cybersecurity and privacy

NEW: PANDEMIC DISRUPTION

- *Transition to remote and hybrid work*
- *Remote service delivery to communities*

Table 14 - Revised SWOC in 2020-2023 strategic information technology plan

Strategic Information Technology Plan

P a g e | **50**

- AD - Active Directory (AD)
- AI – Artificial Intelligence (AI)
- AIP - Azure Information Protection (AIP)
- API - Application Programming Interface (API)
- BC - Business Continuity (BC)
- BMC - Business Management Council (BMC)
- CIO – Chief Information Officer (CIO)
- CISA - Cybersecurity and Infrastructure Security Agency (CISA)
- CORE - Client Outcome Reporting Engine (CORE)
- CRM - Customer Relationship Management (CRM)
- DCHS - Department of Community and Human Services (DCHS)
- DLP - Data Loss Prevention (DLP)
- DPH - Department of Public Health (DPH)
- EA - Enterprise Architecture (EA)
- EIR - Equity Impact Reviews (EIRs)
- ERP - Enterprise Resource Planning (ERP)
- IT - IT Information Technology (IT)
- KCIT - King County Department of Information Technology (KCIT)
- ML – Machine Learning (ML)
- NAIAC - National Artificial Intelligence Advisory Committee4 (NAIAC)
- OERSJ - Office of Equity, Racial, and Social Justice (OERSJ)
- PII - Personally Identifiable Information (PII)
- PM - Preventative Maintenance (PM)
- PSB - The office of Performance, Strategy, and Budget (PSB)
- SAC - Strategic Advisory Committee (SAC)
- SITP - Strategic Information Technology Plan (SITP)
- TMB - Technology Management Board (TMB)
- SIEM - Security Information and Event Management (SIEM)
- SWOC - Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis
- WCAG - Web Content Accessibility Guidelines (WCAG)
- WSBO - Washington State Broadband Office (WSBO)

King County

Dow Constantine
King County Executive
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Seattle, WA 98104-1818
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TTY Relay: 711
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September 10, 2024

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

Dear Councilmember Upthegrove:

This letter transmits the King County Strategic Information Technology Plan (SITP) 2024-2027 as required by King County Code 2A.380.200.B, along with a proposed Motion that would, if enacted, adopt the SITP. The SITP reflects King County's commitment to technological advancement to deliver effective and equitable public services to enhance the lives of every person in our community.

Preparation of the SITP was coordinated by the King County Department of Information Technology (KCIT) and included participation from KCIT leadership and staff. Other participating entities included the Strategic Advisory Council (SAC), comprised of County separately elected officials and external technology and/or government advisors as well as King County department and agency information technology governance representatives. External technology and/or government advisors participated included representatives from Microsoft, Amazon, and Slalom, and Chief Information Officers from the state of Washington, the City of Seattle, Snohomish County, the King County Housing Authority, and Sound Transit.

The SITP overview, including information technology goals and objectives, were presented to and endorsed by the SAC prior to transmittal of the attached report.

Thank you for your consideration of the SITP and proposed Motion. If your staff have questions, please contact Megan Clarke, Chief Information Officer, Department of Information Technology at 206-477-7067.

The Honorable Dave Upthegrove
September 10, 2024
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Sincerely,

(signature)

for

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
                ATTN: Stephanie Cirkovich, Chief of Staff, King County Council
                          Melani Hay, Clerk of the Council
            Karan Gill, Chief of Staff, Office of the Executive
            Penny Lipsou, Council Relations Director, Office of the Executive
            Megan Clarke, Chief information Officer, Department of Information Technology
            John Klein, Strategic Technology Planning Manager (KCIT)

Metropolitan King County Council
Government Accountability and Oversight Committee

STAFF REPORT

Agenda Item:	10	**Name:**	Olivia Brey
Proposed No.:	2024-0276	**Date:**	December 10, 2024

SUBJECT

Proposed Motion 2024-0276 would adopt the *King County Youth Bill of Rights and Report* as guidance for policy and budget decisions that impact children and youth.

SUMMARY

In January 2014, Council passed Ordinance 17738 establishing a task force to develop a Youth Action Plan. The Youth Action Plan was created with input from the community and was adopted by Council in June 2015. The Youth Action Plan included a recommendation for a Youth Bill of Rights, responding to a suggestion from Ordinance 17738, but noted that other priorities were of higher importance at that time.

In 2019, the King County Children and Youth Advisory Board's Young Leaders Subcommittee made the Youth Bill of Rights their top priority. After delays caused by the COVID-19 pandemic, the project officially kicked off in 2021, led by the Department of Community and Human Services and a Youth Bill of Rights Task Force. Through community input from approximately 2,200 youth and a community-based prioritization process, 10 themes emerged and became the basis of the articles included in the King County Youth Bill of Rights.

Proposed Motion 2024-0276 would adopt the *King County Youth Bill of Rights and Report* as guidance to consider during policy development and while making budget decisions that impact children and youth. The proposed motion and its attachments appear to be in alignment with Ordinance 17738, as well as Recommendation Area 8 from the Youth Action Plan.

BACKGROUND

Ordinance 17738. On January 21, 2014, Council adopted Ordinance 17738[1] calling for the development of a Youth Action Plan (YAP), which would set the County's priorities for serving young people, including infants through young adults. Among several other considerations, the Ordinance requested the YAP include recommendations regarding the development of a Youth Bill of Rights, similar to what jurisdictions in California and elsewhere have adopted. The Ordinance called for a YAP Task Force comprised of representatives from agencies and organizations serving children and youth, as well as separately elected officials, the Executive, and the Council.

Ordinance 17780. The Council adopted Ordinance 17780[2] in March 2014, which added three at-large members to the YAP Task Force. According to the staff report for the Ordinance, the need for the additional members arose when appointing the initial 22 members of the YAP Task Force to bring additional perspective and insight.

Youth Action Plan. On June 15, 2015, Council adopted Motion 14378[3], which adopted the YAP for King County. The YAP established a vision, framework, and core principles for the development of a plan. It also defines the age range for children and youth as ages 0 to 24 years.

The YAP identified the following recommendation areas, informed by the YAP Task Force's experience and their work reviewing King County data and engaging community:
- Recommendation Area 1: Social Justice and Equity;
- Recommendation Area 2: Strengthen and Stabilize Families, Children, Youth and Young Adults;
- Recommendation Area 3: Stop the School-to-Prison Pipeline;
- Recommendation Area 4: Bust Silos/We're Better Together;
- Recommendation Area 5: Get Smart About Data;
- Recommendation Area 6: Invest Early, Invest Often, and Invest in Outcomes;
- Recommendation Area 7: Accountability;
- Recommendation Area 8: Youth Bill of Rights; and
- Recommendation Area 9: Evaluation and Reporting/Process and Implementation Timeline.

Recommendation Area 8, calling for a Youth Bill of Rights, responded to a consideration suggested in Ordinance 17738. The youth survey that was conducted by the Task Force indicated a Youth Bill of Rights is of interest, but they would like other recommendations pursued first. The following priorities were highlighted as higher

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[1] King County - File #: 2013-0420
[2] King County – File #: 2014-0124
[3] King County – File #: 2015-0162

importance: look to authentic youth engagement models for best practices in outreach and engagement to reach young people (Recommendation Area 1), support new resources to encourage youth engagement and leadership in policy decision making (Recommendation Area 6) and ensure that youth participate in a recommended advisory board (Recommendation Area 7).

Children and Youth Advisory Board. The King County Children and Youth Advisory Board (CYAB) was established through Ordinance 18217[4] in January 2016.[5] An advisory body to was recommended in the YAP, under Recommendation Area 7, to assist the Executive and Council in considering policies and investments for children, families, youth, and young adults. Additionally, the Best Starts for Kids levy, approved by voters in 2015, required the creation of an oversight and advisory body to advise on specific proceeds.[6]

Under Ordinance 18217, the duties of the CYAB are to make recommendations to the Executive and the Council regarding children and youth services, consistent with the recommendations in the YAP, and to provide oversight and advice for the Best Starts for Kids children and youth strategies. Pursuant to K.C.C. 2A.300.510, the CYAB may have up to 40 members, at least five of which must be youth aged 24 or under.

The CYAB is authorized to form standing and ad hoc work groups per K.C.C. 2A.300.510.F. The Young Leaders Subcommittee was established in October 2018, formed of board members aged 29 years and younger, according to the 2021 Governance Update Report.[7] According to the *Youth Bill of Rights and Report*, in both 2019 and 2020, the Young Leaders Subcommittee made the Youth Bill of Rights their top priority, but the impacts of the COVID-19 pandemic disrupted progress. The 2021 Governance Update Report noted that the Young Leaders Subcommittee took on the creation of the Youth Bill of Rights in 2021.

ANALYSIS

Proposed Motion 2024-0276 would adopt the *King County Youth Bill of Rights and Report* (Report) as guidance to consider during policy development and while making budget decisions that impact children and youth. The Report maintains the YAP definition of youth as children, youth, and young adults aged five to 24 years. The proposed motion and its attachments appear to be in alignment with Ordinance 17738, as well as Recommendation Area 8 from the Youth Action Plan. The *King County Youth Bill of Rights and Report* can be found in Attachment A to the proposed motion.

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[4] King County – File #: 2015-0522
[5] The predecessor to CYAB was the Children and Family Commission, established in 1988 to advise the Executive, Council, and Court on matters related to youth. It was defunded and dismantled in 2011 due to budgetary constraints.
[6] King County – File #: 2015-0177
[7] King County – File #: 2021-0366

According to the Report, the purpose of a Youth Bill of Rights is to lay, "a foundational framework for policymakers, youth, and the community, defining a shared vision for the future and making a place for youth voice in policy decisions."

King County Youth Bill of Rights Articles. The Report establishes the following ten articles of the King County Youth Bill of Rights:

1. Basic Needs and Wellbeing – includes having access to food, safe home environment, outdoor spaces and unpolluted air, and clean drinking water;
2. Health – includes having access to mental health support, bodily autonomy, aid for drug and alcohol addiction, health care, and decisions about reproductive health;
3. Education and Learning – includes supportive learning environments, unbiased education, support from community, and training for the next stages of life;
4. Equity and Social Justice – includes experiences of discrimination being taken seriously and resources for situations that limit their ability to communicate;
5. Safety and Security – includes communities that are free from violence, physical and emotional safety in learning environments, safe spaces shielded from gun violence, and safe travel;
6. Community and Belonging – includes uplifting environments, protection of their identities, safe space to gather and collaborate with other youth, and protection from bullying;
7. Environment – includes engaging in solutions to climate change, enjoying the natural environment, breathing clean air, and accessing clean streets and sidewalks;
8. Transportation – includes having access to affordable public transportation, accessible sidewalks, and affordable personal modes of transportation;
9. Youth Voice – includes expressing themselves without fear of censorship, having a voice in local government, and having concerns about their school or learning environment being heard; and
10. Sports and Recreation – includes engaging with the natural environment and having access to affordable recreational activities and sports.

Community Engagement and Development Process. The Department of Community and Human Services (DCHS) organized the Youth Bill of Rights project into four phases of work: Project Planning, Declare Your Rights!, Data Review and Evaluation, and Youth Bill of Rights Ratification.

Equity, inclusion, and geographic representation was highlighted as important considerations throughout the development of the Youth Bill of Rights. Youth participated from all nine council districts, public school districts, 36 of the 39 King County municipalities, and all Unincorporated King County Service Areas.

Project Planning Phase. The Youth Bill of Rights Task Force was assembled to ensure the project was youth-led, including co-designing the process, identifying issues, and informing project development. The Task Force was assembled through collaboration

between the DCHS and the Young Leaders Subcommittee of CYAB. Members of the Youth Bill of Rights Task Force were young people, aged 14 to 24, and eight out of nine King County districts were represented.[8] A complete list of the Youth Bill of Rights Task Force members, CYAB Young Leaders Subcommittee members, and other contributors can be found in Appendix A.

This phase also involved developing a public input site for the project and meeting with jurisdictions in other states that have already developed a youth bill of rights.

Declare Your Rights! Phase. This phase of the project was focused on outreach and engagement activities. A survey was developed to ask participants the following questions:

- What is the most important issue impacting youth in King County today?
- As a young person in King County, what is a right you currently don't have that young people need?
- What is something that you would like to see change or have addressed in your community?
- For very young children (ages 5-8) we asked: If you could be mayor/or in charge for one day, what law would you make/pass to help children.

Individuals, aged 24 and below, were eligible to fill out the survey. During this phase, different methods were used to attract youth and collect input including online information, print materials, social media, in-person events, and giveaways for filling out the Youth Bill of Rights survey. An additional survey was created later in this phase to ask participants to pick their top three issues from a list using QR codes.

Two marketing campaigns were organized to increase responses to the survey with different campaign posters and incentives directed toward community partners and high schools to support engagement.

Data Review and Evaluation Phase. During the Declare Your Rights! Phase, approximately 2,200 youth submitted over 4,100 comments. Responses were received from youth as young as five years old and high school-aged youth were the most frequent participants.

The Youth Bill of Rights project team distilled feedback into 13 initial themes and organized them based on the number of responses. When comparing the survey results from this phase with the survey conducted for the YAP ten years ago, "basic needs" rose in the priority ranking.

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[8] A Youth Bill of Rights Task Force candidate from District 1 had to withdraw last-minute, but youth from DCHS-Shoreline College Center for Education and Career Opportunities was engaged to address the lack of formal representation.

Youth Bill of Rights Ratification Phase. The final phase of the project was focused on engaging youth to narrow the themes from 13 to 10 and ensure that no issue areas were missing. The ratification of the top 10 themes was carried out through a new online survey, asking youth to select three issues that were most important to them and to identify an issue that was not on the list. In person events were also held across the County, although there was low participation.

During the ratification process, the ranking of the top 10 themes shifted, raising the priority of Basic Needs and Wellbeing, Health, and Education and Learning. Once the themes were confirmed, the Youth Bill of Rights Task Force authored the article subthemes and the Youth Bill of Rights project team drafted the preambles for each section.

Report Recommendations. The Report concludes with the following recommendations for County decision-makers:
- Acknowledge the King County Youth Bill of Rights as a formal guide when considering policies and budgetary decisions that impact children and youth;
- Set forth plans to create a King County Youth Commission; and
- Update the Youth Bill of Rights every five years.

AMENDMENT

Staff has drafted a technical amendment (Amendment 1) to correct an erroneous date in the Report.

INVITED

- Jennifer Tanaka, Division Deputy Director of Children, Youth, and Young Adults Division, DCHS
- Kerry Wade, Program Manager, DCHS

ATTACHMENTS

1. Proposed Motion 2024-0276
2. Amendment 1
3. Transmittal Letter

KING COUNTY

Signature Report

Motion

Proposed No. 2024-0276.1   **Sponsors** Mosqueda and Dembowski

1   A MOTION adopting the King County Youth Bill of

2   Rights and Report in accordance with Ordinance 17738,

3   Section 4.A.2.

4   WHEREAS, Ordinance 17738 called for the development of a Youth Action Plan,

5   including recommendations for a Bill of Rights for King County's youth, akin to the

6   youth bills of rights adopted by jurisdictions in California and elsewhere around the

7   country, and

8   WHEREAS, in 2019, the young leaders subcommittee of the King County

9   children and youth advisory board brought the need for a youth bill of rights to the

10   forefront, and

11   WHEREAS, youth collaboration and leadership in decision-making was a

12   cornerstone to the Youth Bill of Rights project, and

13   WHEREAS, a Youth Bill of Rights task force helped develop and disseminate a

14   survey to identify the priority wants and needs of youth in King County, and

15   WHEREAS, more than two thousand two hundred youth aged seven to twenty-

16   four participated in the survey, representing seventy-three King County ZIP Codes, all

17   nine council districts, thirty-six of the thirty-nine King County municipalities, and all

18   unincorporated King County service areas, and

19   WHEREAS, the Youth Bill of Rights attached to this motion reflect this outreach

20   and participation of King County youth, and

1

21   WHEREAS, at all times, but especially during times of political change and

22   financial upheaval, a bill of rights helps King County and the community stay focused on

23   children and youth as a priority, and

24   WHEREAS the King County Youth Bill of Rights contains the following ten

25   articles:

26   1. Basic Needs and Wellbeing;

27   2. Health;

28   3 Education and Learning;

29   4. Equity and Social Justice;

30   5. Safety and Security;

31   6. Community and Belonging;

32   7. Environment;

33   8. Transportation;

34   9. Youth Voice; and

35   10. Sports and Recreation;

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

37   The King County Youth Bill of Rights and Report, Attachment A to this motion,

2

38   is hereby adopted as a formal guide when considering policies and budgetary decisions

39   that impact children and youth.

                                        KING COUNTY COUNCIL
                                        KING COUNTY, WASHINGTON

                                        _____
                                        Dave Upthegrove, Chair

ATTEST:

_____
Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

                                        _____
                                        Dow Constantine, County Executive

Attachments: A. King County Youth Bill of Rights and Report, August 2024

3

King County Youth Bill of Rights and Report

August 2024

Acknowledgements

King County expresses its sincere thanks to the young leaders who partnered in the development of the King County Youth Bill of Rights, especially the King County Youth Bill of Rights Task Force Members Adhya Kona, Aisha Sahal, Anmol Gil, Ave Diamond, Diego Gonzalez, Josue Villalobos, Julia Kroopkin, Laura Bui, Layla Osman, Makayla Miles, Manthita Wague, Mariam Mohammed, Rohan Kurup, Rose Lulengo, Siddhika Kshetri, Tera Chea, Tracy/Tram Dinh, and Zobir Tarin.

Special thanks is also given to contributors who dedicated time and thoughtfulness to create the Youth Bill of Rights, including the King County Children and Youth Advisory Board (CYAB), especially Hikma Sherka and the Young Leaders Subcommittee members; Department of Public Health Interns Ladan Farah and Eyael Getachew; Gracie McDanold and projects consultants Ashley Barnes, Thearina Leng, and Pearl Malhi; King County Library Systems Teen Services Coordinator Rachel McDonald; and Best Starts for Kids Community Partnerships Program Manager Kerry Wade.

King County is also grateful to the many youth-serving community organizations, individuals, and municipalities who helped engage young people in the process to identify the most important needs confronting youth in our region.

The King County Youth Bill of Rights is dedicated to memory of former CYAB Young Leaders Subcommittee member Sophie Theriault (Duvall, Washington) whose light continues to shine and guide us all towards a more equitable society for children, youth, and all humankind.

I. Table of Contents

King County Youth Bill of Rights and Report

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II.   King County Youth Bill of Rights Articles

We the children and youth of King County, Washington, as contributors to an inclusive and just human society, and to secure hope and a future based in equity, respect, and combined power for all, establish these youth bill of rights.

I.   **BASIC NEEDS & WELLBEING** – We the children and youth of King County, assert that every young individual has the right to the fulfillment of basic human needs.
- A. Every young individual has access to fresh, nutritious, and affordable food.
- B. Every young individual is housed in a safe home environment, and able to live without risk of harm or unwilling displacement.
- C. Every young individual experiences sustainable living including access to outdoor spaces and unpolluted air.
- D. Every young individual has access to clean drinking water.

II.   **HEALTH** – We the children and youth of King County declare the care of young peoples' mental, emotional, and physical health is a fundamental human right.
- A. Every young individual has access to mental health support, mental health resources, and mental health services that are affordable, responsive, and address their unique challenges.
- B. Every young individual has respect, autonomy, and meaningful involvement in decisions about their body.
- C. Every young individual has resources, services, and aid to combat drug and alcohol addiction.
- D. Every young individual has affordable and easily accessible health care.
- E. Every young individual has the power to make decisions about their reproductive health.

III.   **EDUCATION & LEARNING** – We the children and youth of King County uphold education as a pathway to progress, economic stability, and development.
- A. Every young individual receives a quality education in a supportive learning environment where they feel emotionally, mentally, and physically able.
- B. Every young individual receives unbiased education that expands their knowledge, trade, and skills, and that addresses individual learning needs.
- C. Every young individual is supported by their community in building their educational goals.
- D. Every young individual receives training that prepares them for the next stages of life.

IV.   **EQUITY & SOCIAL JUSTICE** – We the children and youth of King County believe that equity and social justice are essential for a better world, and by upholding these rights, we create a brighter future for all.
- A. Every young individual who experiences any form of discrimination is validated and taken seriously.

King County Youth Bill of Rights and Report

4

    B. Every young individual has resources that address language barriers, and/or situations that limit their ability to communicate or understand circumstances.

V. **SAFETY & SECURITY** – We the children and youth of King County assert that all young people should feel safe and protected at home, at school, and in their communities.
    A. Every young individual has safe communities that are free from violence.
    B. Every young individual has a learning environment that is physically and emotionally safe, free from violence, judgement, and inequity.
    C. Every young individual has safe spaces shielded from gun violence and resources if they are impacted by gun violence.
    D. Every young individual safely travels routes, roads, and sidewalks within their communities.

VI. **COMMUNITY & BELONGING** – We the children and youth of King County champion the importance of a sense of community and belonging, and creating nurturing spaces for connection, contribution, and collaboration.
    A. Every young individual has community supports and uplifting environments to rely on in times of need.
    B. Every young individual is surrounded by supportive communities and systems that protect and sustain their identities.
    C. Every young individual has spaces where they safely gather, celebrate, and collaborate with other youth.
    D. Every young individual is protected from bullying in any form and feels safe and heard when bullying is reported.

VII. **ENVIRONMENT** – We the children and youth of King County recognize the urgent need to protect our planet for future generations.
    A. Every young individual engages in solutions to climate change and global warming.
    B. Every young individual enjoys the natural environment and keeps it preserved for future generations.
    C. Every young individual breathes clear air void of carbon emissions and pollution.
    D. Every young individual enjoys clean streets, sidewalks, and highways free of garbage and dangerous waste.

VIII. **TRANSPORTATION** – We the children and youth of King County maintain that public and private transportation is necessary for young people to attend school, build community, and explore the world around them.
    A. Every young individual has adequate access to affordable public transportation.
    B. Every young individual walks well-maintained and accessible sidewalks.
    C. Every young individual has options for an affordable personal mode of transportation and able to travel when and where they need to in a timely manner.

King County Youth Bill of Rights and Report

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IX. **YOUTH VOICE** – We the children and youth of King County uphold the right of youth to actively participate in civic life and contribute to decision-making processes that shape their future and present communities.
   A. Every young individual expresses themselves, voices their opinions, beliefs, and concerns without fear of censorship or repression.
   B. Every young individual has a voice in local government, boards, and commissions.
   C. Every young individual shares their thoughts and concerns about their school or learning environment and is heard.

X. **RECREATION & SPORTS** – We the children and youth of King County acknowledge the role recreation and sports play in the development of young people, having a positive impact on individual growth, community growth, and self-esteem.
   A. Every young individual engages with the natural environment.
   B. Every young individual has equitable access to various affordable recreational activities and sports.

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III.   Executive Summary

In 2019, Young Leaders of the King County Children and Youth Advisory Board (CYAB) called for the development of a King County Youth Bill of Rights.[1] This report provides an overview of how, and with whom, the Department of Community and Human Services (DCHS) implemented the Youth Bill of Rights project. This includes the foundational policies, strategic partnerships, phases of the project, and the outreach and engagement methods to ensure that King County youth played the primary role in developing the Youth Bill of Rights.

Foundational Policies

King County Ordinance 17738[2] called for the development of a Youth Action Plan (YAP) to set King County's priorities for serving infants through young adults. The YAP was developed by a Task Force of 25 community members with a broad range of expertise and experience related to children, youth, and families. King County Council approved the plan in January 2015. Since then, the Youth Action Plan has guided County's investments and strategies to support every baby born and child raised in King County to reach adulthood happy, healthy, safe, and thriving. The YAP was built on the foundations of the King County Strategic Plan,[3] Equity and Social Justice Initiative,[4] the Health and Human Services Transformation Plan,[5] and a series of efforts aimed at assisting children and youth that King County funded and participated in since the 1960s. YAP Recommendation Area 8 calls for a bill of rights for King County's youth akin to the youth bills of rights that jurisdictions in California and elsewhere around the country have adopted.[6]

Purpose of a Youth Bill of Rights

As outlined in the Youth Action Plan, a youth bill of rights lays the foundational framework for policymakers, youth, and the community, defining a shared vision for the future and making a place for youth voice in policy decisions. At all times, but especially during times of political change and financial upheaval, a bill of rights helps government and the community stay focused on children and youth as a priority. Importantly, it keeps the spotlight on all children, from all racial and cultural backgrounds, income levels, family structures, and developmental abilities.[7] To make the bill of rights concept accessible to as many ages as possible, DCHS used a simplified definition of these ideas stating that the King County Youth Bill of Rights (YBOR) will identify the wants and needs of children and youth and

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[1] The Young Leaders Subcommittee of the Children and Youth Advisory Board met in 2019 and made the Youth Bill of Rights their top priority. The CYAB subsequently approved this as a board priority in 2020. In spring 2020, the COVID-19 pandemic quickly disrupted everyday life, school, and work, which also impacted the timeline and planning for the YBOR project in remote conditions.
[2] Ordinance 17738, 2014 [LINK]
[3] King County Strategic Plan [LINK]
[4] King County Equity and Social Justice Plan [LINK]
[5] Health and Human Services Transformation Plan [LINK]
[6] King County Youth Action Plan [LINK]
[7] King County Youth Action Plan [LINK]
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Attachment A

guide our leaders as they make decisions that affect the health, happiness and hopes of young people in our region.[8]

Youth Bill of Rights Timeline
DCHS organized the Youth Bill of Rights project from January 2021 through August 2023, which included four phases of work:
1. Project Planning phase (January 2021 – August 2021) focused on developing the process and tools to launch the project.
2. Declare Your Rights! phase (August 2021 – December 2022) included outreach and engagement activities to collect input from youth on their most important issues and needs.
3. Data Review and Evaluation phase (January 2023 – April 2023) organized all input from the Declare Your Rights phase to create major themes that would form the basis of the Youth Bill of Rights articles.
4. YBOR Ratification phase (April 2023 – August 2023) went back to youth to approve and rank the top ten themes distilled from the Input Phase.

Youth Bill of Rights Task Force and YBOR Project Partnerships
From the beginning, DCHS committed to a King County Youth Bill of Rights project that was to be youth-inspired, youth-partnered, and youth-led. Youth collaboration and leadership in decision-making was a cornerstone of the YBOR project. Early in the project, DCHS and CYAB Young Leaders established a YBOR Task Force with young people aged 14 to 24 years to ensure youth collaboration and leadership in the project. Youth co-designed the process, identified the issues, and informed the project at every step.[9]

Internal and external partnerships were critical to the success of the YBOR project. The YBOR project team partnered with several youth serving organizations and high schools to share the Youth Bill of Rights survey with their communities. King County Library Systems and several King County Departments also supported outreach, data analysis and youth engagement efforts.

Geographic Representation
The YBOR project team pursued comprehensive geographic representation to reach youth in as many municipalities and Zip Codes as possible. Youth participation in the YBOR project includes representation from 73 King County Zip Codes, all nine council districts, all public school districts, 36 of the 39 King County municipalities, and all Unincorporated King County Service Areas.

YBOR Outreach and Engagement
Throughout the YBOR creation process, the project team adopted a variety of methods to attract and engage youth in easily accessible and fun ways. This included the creation of Public Input landing page and informational materials for digital and print use, email and high school campaigns, and hosting and attending youth events to promote the YBOR project. The YBOR project team developed surveys in a digital and paper form, asking youth to identify the issues having the greatest impact on their lives. In total, around 2,200 youth submitted more than 4,100 comments during the initial input phase of the

[8] To further aid in understanding the project team provided a definition of a bill and a right, as follows: "A bill begins as an idea that, if supported, can be passed into law or become a rule". An example of a right was "all of us have the right to feel safe in our communities and homes".
[9] King County Youth Action Plan [LINK]
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project.[10] The responses came from a range of youth aged 7 to 24 years with the highest percentages coming from ages 15 to 18 years, or high school-aged youth. [11]

The YBOR team reviewed survey responses and removed unrelated, inappropriate, and duplicative submissions. The team categorized answers into 13 major themes, and then organized a process to ratify the top 10 themes. Through an online ratification survey and in-person events the project team ensured that King County youth had a decision-making role in finalizing the ten thematic areas that formed the Youth Bill of Rights. A total of 248 youth participated in the online ratification process. The YBOR ratification process shifted the rankings of the 10 thematic areas, and how they would be listed in the final Youth Bill of Rights. Participating youth ranked Basic Needs and Wellbeing the highest, followed by Health, and then Education and Learning. The ten articles of the King County Youth Bill of Rights are titled as follow:

   I.   Basic Needs and Wellbeing
  II.   Health
 III.   Education and Learning
 IV.   Equity and Social Justice
  V.   Safety and Security
 VI.   Community and Belonging
VII.   Environment
VIII. Transportation
 IX.   Youth Voice
  X.   Sports and Recreation

Recommendations and Concluding Remarks
Nearly 10 years after adopting the King County Youth Action Plan, the fulfillment of Recommendation Area 8 on a Youth Bill of Rights marks an important achievement. Youth in the region have affirmed their most pressing wants and needs to King County leaders. Now it is time for County decision-makers to respond. In this regard, the Executive recommends that King County:
   1. Acknowledge the King County Youth Bill of Rights as a formal guide when considering policies and budgetary decisions that impact children and youth.
   2. Set forth plans to create a King County Youth Commission.
   3. Update the Youth Bill of Rights every five years.

The King County Youth Bill of Rights keeps the needs of children and youth at the forefront when making policy and budgetary decisions. As the County's leaders and communities continue to grapple with the lasting impacts of the COVID-19 pandemic, the Youth Bill of Rights can serve as a North Star toward recovery and wellbeing. In striving to fulfill these rights for every young person in our region, King County will make steady progress toward becoming a welcoming community where every person can thrive.

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[10] This does not include pizza pies used by young participants or any secondary data.
[11] Individuals above the age of 24 years were not eligible to take the Youth Bill of Rights survey.
King County Youth Bill of Rights and Report

IV.   Background

This section provides an overview of the King County agencies that organized the process to develop the Youth Bill of Rights, and the County policies and plans with which the Youth Bill of Rights (YBOR) aligns.

Department of Community and Human Services

King County's Department of Community and Human Services (DCHS) provides equitable opportunities for people to be healthy, happy, and connected to community. DCHS envisions a welcoming community that is racially just, where the field of human services exists to undo and mitigate unfair structures. The Department, along with a network of community providers and partners, plays a leading role in creating and coordinating the region's human services infrastructure. DCHS stewards the revenue from the Veterans, Seniors and Human Services Levy (VSHSL),[12] Best Starts for Kids (BSK) levy,[13] the MIDD behavioral health sales tax fund (MIDD),[14] the Health Through Housing sales tax[15] and the Puget Sound Taxpayer Accountability Account (PSTAA),[16] along with other state and federally directed revenues.

The DCHS Children, Youth, and Young Adults Division (CYYAD) managed the project to create the King County Youth Bill of Rights. CYYAD is working toward a vision where all young people in King County have equitable opportunities to be happy, healthy, safe, and thriving members of their communities. The division delivers re-engagement, education, and employment services for youth and young adults and is home to the Best Starts for Kids Child Care Strategy and several Sustain the Gain investments serving young people ages five to 24, the Puget Sound Taxpayer Accountability Act's K-12, community, and post-secondary investments, and Restorative Community Pathways.

Children and Youth Advisory Board and Young Leaders Subcommittee

The King County Children and Youth Advisory board (CYAB) is an executive-appointed and council-confirmed board of up to 40 individuals who live in King County. Board members come from all walks of life and represent numerous interests yet share a common goal to ensure the welfare and future of children, families, babies, youth, and young adults in the region. Established in 2016, the CYAB serves an oversight and advisory capacity to the King County Executive, the King County Council, the Best Starts for Kids Initiative, and the Puget Sound Taxpayer Accountability Account. The CYAB responds to Recommendation Area 7 of the Youth Action Plan on Accountability and is staffed by the Department of Community and Human Services.[17]

Within the CYAB, the Young Leaders Subcommittee is formed of members up to the age of 29, including five designated CYAB youth members aged 24 or under. In fall 2019, the CYAB Young Leaders Subcommittee brought the need for a youth bill of rights to the forefront. The CYAB subsequently approved the creation of King County Youth Bill of Rights and worked with DCHS to develop a plan and

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[12] Veterans, Seniors, and Human Services Levy [LINK]
[13] King County Best Starts for Kids initiative [LINK]
[14] MIDD behavioral health sales tax fund (MIDD) [LINK]
[15] Health Through Housing sales tax [LINK]
[16] Puget Sound Taxpayer Accountability Account [LINK]
[17] King County Youth Action Plan [LINK]
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process to realize a youth bill of rights.[18] CYAB Young Leaders Subcommittee members continued to be involved at different stages of the YBOR process, and additional CYAB members supported youth and community outreach throughout the project. The CYAB remains committed to the Youth Bill of Rights being adopted at an implementation stage throughout King County.[19]

Foundational Policies and Plans

King County's work is guided by a commitment to making a welcoming community where every person can thrive.[20] In 2014, King County approved Ordinance 17738[21] which called for the development of a Youth Action Plan (YAP) to set King County's priorities for serving infants through young adults. As a result, the County formed a Youth Action Plan Task Force of 25 community leaders to develop the Youth Action Plan with input from youth and families, community members, experts in early childhood, youth development and education, and leaders across sectors. The King County Council approved the plan in January 2015. The YAP was built on the foundations of the King County Strategic Plan,[22] Equity and Social Justice Initiative,[23] the Health and Human Services Transformation Plan,[24] and a series of efforts aimed at assisting children and youth that King County funded and participated in since the 1960s.

In 2014, the King County Youth Action Plan Task Force asked over 1,000 youth "Do you think a youth bill of rights in King County could improve the lives of young people like yourself?" Ninety-three percent responded "yes."

The YAP Task Force put forth nine recommendation areas that have provided the policy framework guiding King County investments in youth and families since 2015. In developing the YAP Recommendation Areas, the YAP Task Force asked over 1,000 youth "Do you think a youth bill of rights in King County could improve the lives of young people like yourself?" Ninety-three percent responded "yes." YAP Recommendation Area 8 calls for a bill of rights for King County's youth akin to the youth bills of rights that jurisdictions in California and elsewhere around the country have adopted.[25] The youth survey indicated that King County youth want meaningful input into programs and policies that impact them; youth want to be engaged with policymakers in a variety of ways, and that genuine engagement of young people will require a fundamental shift in how decisions are made. [26]

The YAP Task Force reported that, while more than 1,000 youth felt a youth bill of rights was important, youth also stated that improvements in decision-making and other areas of governance must be

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[18] In spring 2020, the COVID-19 pandemic quickly disrupted everyday life, school, and work, which also impacted the timeline and planning for the YBOR project in remote conditions.

[19] During the duration of this work, new cohort members have been appointed and some members have left, but the project has received help and approval from both versions of the board.

[20] True North and Values - King County [LINK]

[21] Ordinance 17738 [LINK]

[22] King County Strategic Plan [LINK]

[23] King County Equity and Social Justice Plan [LINK]

[24] Health and Human Services Transformation Plan [LINK]

[25] King County Youth Action Plan [LINK]

[26] King County Youth Action Plan [LINK]

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addressed first. Furthermore, youth indicated that more pressing issues should be pursued prior to working on a youth bill of rights. Since the adoption of the Youth Action Plan in 2015, King County has grown investments in young people and families through the voter-approved Best Starts for Kids levy and Puget Sound Taxpayer Accountability Account. Alongside these new funding strategies, the County established the Children and Youth Advisory Board as a governance and accountability body, and the Children Youth and Young Adults Division to manage programs.

When the time came to develop a youth bill of rights, youth recommended that the County find effective ways to involve large numbers of youth in its work including (a) asking youth to identify problems and solutions, (b) partnering with youth leadership groups to make decisions, and (c) communicating directly with youth through social media.[27] This report details how King County engaged youth in identifying the priority needs and issues confronting youth in the region, and how the county partnered with youth to develop the King County Youth Bill of Rights (YBOR).

Purpose of a Youth Bill of Rights

As outlined in the Youth Action Plan, a youth bill of rights lays the foundational framework for policymakers, youth, and the community, defining a shared vision for the future and making a place for youth voice in policy decisions. It is a foundational framework that serves to hold public officials accountable for considering the impact of their decisions on the well-being of children and youth. It also provides youth a concrete tool with which to draw attention to their needs and interests. At all times, but especially during times of political change and financial upheaval, a bill of rights helps the government and the community stay focused on children and youth as a priority. Importantly, it keeps the spotlight on all children, from all racial and cultural backgrounds, income levels, family structures, and developmental abilities.[28]

> *King County Youth Bill of Rights will identify the wants and needs of children and youth and guide our leaders as they make decisions that affect the health, happiness and hopes of young people in our region.*

To make the bill of rights concept accessible to as many ages as possible, DCHS used a simplified definition of these ideas stating that the King County Youth Bill of Rights (YBOR) will identify the wants and needs of children and youth and guide our leaders as they make decisions that affect the health, happiness and hopes of young people in our region.[29]

Report Methodology and Terminology

This report provides an overview of how, and with whom, the Department of Community and Human Services (DCHS) implemented the Youth Bill of Rights project. This includes the foundational policies, strategic partnerships, phases of the project, and the outreach and engagement methods to ensure that King County youth played the primary role in developing the Youth Bill of Rights. The report uses the

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[27] King County Youth Action Plan [LINK]
[28] King County Youth Action Plan [LINK]
[29] To further aid in understanding the project team provided a definition of a bill and a right, as follows: "A bill begins as an idea that, if supported, can be passed into law or become a rule". An example of a right was "all of us have the right to feel safe in our communities and homes".
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YBOR project definition of 'youth,' which includes children, youth and young adults aged five to 24 years. At times, this report also references the role of the 'YBOR project team' or 'project team,' which included the DCHS program manager and consultants. The project team worked closely with YBOR Task Force members and CYAB Young Leaders Subcommittee members throughout the process.

V.   Project Timeline and Guiding Principles

This section provides an overview of the YBOR project timeline and phases, the YBOR Task Force members, County and community partners who helped realize the project, and how equity, inclusion, and geographic representation were central to the overall approach.

King County Youth Bill of Rights Project Timeline

DCHS organized the Youth Bill of Rights project which took place from January 2021 through August 2023, and included four phases of work:

1. Project Planning phase (January 2021 – August 2021) focused on developing the process and tools to launch the project. DCHS set up a Public Input site for the project, initiated the process to recruit a Youth Bill of Rights Task Force, and met with jurisdictions that have already developed a youth bill of rights to learn from their experiences.[30]
2. Declare Your Rights! phase (August 2021 – December 2022) was the longest phase of the project and included outreach and engagement activities to collect input from youth on the most important needs and issues confronting young people in King County.
3. Data Review and Evaluation phase (January 2023 – April 2023) organized all input received during the Declare Your Rights phase to create major themes that would form the Youth Bill of Rights articles.
4. YBOR Ratification phase (April 2023 – August 2023) went back out to youth to approve and rank the top ten themes of the Youth Bill of Rights articles.

Creation of the King County Youth Bill of Rights Task Force

DCHS committed to a King County Youth Bill of Rights project that was to be youth-inspired, youth-partnered, and youth-led. Youth collaboration and leadership in decision-making was a cornerstone of the YBOR project. Youth co-designed the process, identified the issues, and informed the project at every step. At the start of the project, CYAB Young Leaders Subcommittee members partnered with DCHS to recruit and select members of the King County Youth Bill of Rights Task Force. They also provided initial input on the methods to reach young people and continued to provide insights and feedback throughout the project.

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[30] This included Santa Clara County, CA , San Mateo County, CA , Fall River, MA*, Multnomah County, OR*, Kids in Common (also affiliated with Santa Clara).
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The YBOR Task Force members provided strategic input on survey questions, outreach and engagement strategies, and analysis of survey results.[31] The Task Force members hosted a Town Hall-style meeting with youth, presented at various youth events organized by community partners, and provided ongoing promotion of the YBOR project.

Task Force members were young people aged 14 to 24 years who lived in King County, could devote an average of four hours a month to the project, and who had an interest in public policy and/or youth advocacy. To recruit Task Force members, DCHS put out an open call for applicants and shared the opportunity with community partners who work with youth. Over the lifetime of the YBOR project, there were three versions of the Task Force, including some members who stayed throughout the project. A total of eleven to fourteen youth occupied seats in the Task Force at any given time. YBOR Task force members were compensated for their time and members who stayed on longer took on leadership roles. The Task Force met every other week for two hours to allow for robust conversations on what needed to be done.[32] The list of YBOR Task Force members is included in Appendix A.

King County and Community Partnerships

Internal and external partnerships were critical to the success of the YBOR project. The YBOR project team partnered with several youth serving organizations and high schools to share the Youth Bill of Rights survey with their communities. Additionally, the King County Libraries Teen & Youth Services branches in Tukwila, Federal, Maple Valley, Carnation, and Duvall contributed to outreach and engagement efforts by hosting in-person events.

King County staff from various Departments also partnered with the YBOR project team to support outreach and engagement efforts and analyze data. This included individuals from the Department of Community and Human Services, Public Health Seattle & King County, King County Information Technology, King County Executive's Office, and the Department of Local Services. The list of community partners can be found in Appendix B.

Equity, Inclusion, and Geographic Representation

Principles of equity and inclusion were at the heart of the YBOR process. The YBOR project team sought out the richness of perspectives and experiences of King County youth by creating an inclusive process where all voices were heard and valued. This process aligns with King County's commitment to valuing the voices of those most affected by policies and decisions, to co-designing with community, and to advancing equity, racial and social justice.[33] The YBOR project team pursued comprehensive geographic representation to reach youth in as many municipalities and ZIP Codes as possible. Youth participation in the YBOR project includes representation from 73 King County Zip Codes, all nine council districts, all public school districts, 36 of the 39 King County municipalities, and all Unincorporated King County

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[31] Additionally, a Youth Bill of Rights Ambassador Program was planned for youth to share the YBOR project with their communities, though the program did not come to fruition.

[32] The Task Force originally met every Friday afternoon. After some meetings, the team realized that an hour was too short and changed the meetings to 2 hours every other week. The team also changed the schedule to alternate between Wednesdays and Fridays to ensure as many members as possible could attend.

[33] King County True North and Values [LINK]

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Service Areas. The ZIP Code map below reflects youth participation in the YBOR process, including areas such as Shoreline with 57 youth, Skykomish with 12 youth participating, Vashon Island with 40 youth, and Enumclaw with 31 youth participating in creation of the King County Youth Bill of Rights.

Map of YBOR youth participation
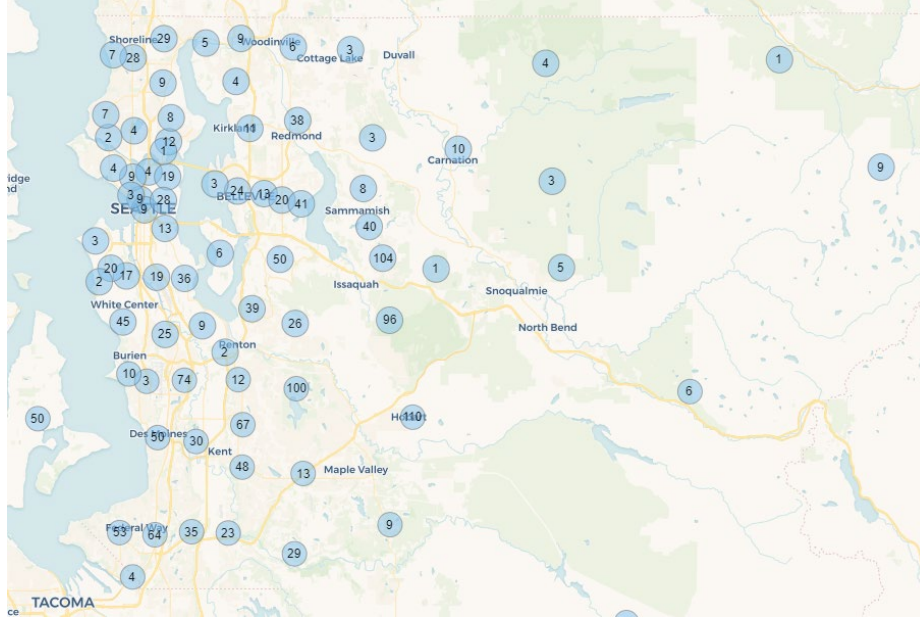
VI.   Declare Your Rights! Input Phase

The purpose of the Declare Your Rights! phase was for the project team to identify the most important issues and needs of young people in King County. This was the longest and most intense phase of the project, taking place from August 2021 through December 2022.

YBOR Declare Your Rights! Outreach and Engagement Methods

Throughout the YBOR creation process, the project team adopted a variety of methods to attract and engage youth in easily accessible and fun ways. This included publishing a YBOR Public Input landing page, creation of informational materials for digital and print use, initiating email and high school-based campaigns, and organizing or attending in-person youth events to promote the YBOR project.

Youth Bill of Rights Surveys
The YBOR project team developed surveys in digital and paper formats. The surveys asked youth one or more versions of the questions below to identify the issues having the greatest impact on their lives:
1. What is the most important issue impacting youth in King County today?
2. As a young person in King County, what is a right you currently don't have that young people need?
3. What is something that you would like to see change or have addressed in your community?
4. For very young children (ages 5-8) we asked: If you could be mayor/or in charge for one day, what law would you make/pass to help children.

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The project team also collected demographic information such as age, email, name, and ZIP Code through the survey. Youth had to provide their email and age and answer at least one question to complete the survey. To increase responses and ensure privacy, the project team limited the amount of demographic information to be collected to age and ZIP Code. This helped to verify that individuals taking the survey were eligible and that survey data came from all ZIP Codes within King County. Upon completion of the survey, youth could opt-in to (1) receive updates on the Youth Bill of Rights and/or (2) learn more about how to get involved.

Website, print materials, and social media

The project team used Public Input as a landing page to share information and gather survey responses for the Youth Bill of Rights.[34] The landing page hosted descriptions of the project, how to get involved, upcoming events, information on random participant drawings, and links to the surveys for the Declare Your Rights! and Ratification phases.

King County employees, youth-serving community partners, the Children and Youth Advisory Board members, and the YBOR Task Force members shared surveys through email campaigns, word of mouth, events, and the Best Starts for Kids blog.[35] Additionally, the YBOR project team created post cards and print media for speaking engagements, and used T- Shirts with QR Codes for outreach events, and VideoAsk, a two-way video-based service, to provide a dynamic way for Task Force members to engage with youth and encourage them to fill out the survey.[36] A few months into this phase, the project team identified emerging themes and created a QR Code Survey where participants could use their phones to scan their top three issues and input contact and demographic information.[37] A complete list of events is available in Appendix B.

The project's social media presence was limited to Instagram and Facebook, applications recommended by the YBOR Task Force and approved by King County. The YBOR Instagram and Facebook pages hosted Task Force member bios, encouraging quotes, and reminders to take part in the Youth Bill of Rights survey or attend upcoming events. Samples of YBOR print and social media content is in Appendix C.

YBOR Project Campaigns

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[34] King County Youth Bill of Rights landing page [LINK]
[35] Best Starts for Kids Blog post [LINK]
[36] VideoAsk [LINK]
[37] Over 65 youth participated in the QR Code Survey.
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The Declare Your Rights phase included two major campaigns to increase responses to the Youth Bill of Rights survey. The "3 Months to 3000" campaign focused on securing pledges from youth-serving community partners to have youth complete the survey. The YBOR project team provided information packets, and encouraged community partners to host listening sessions, ask young people to take the survey, and/or share recently collected data. The project team also provided custom campaign posters with personalized QR codes to participating municipalities and organizations. As a result of the campaign, 37 organizations and individuals pledged to engage 1,400 youth in the YBOR project over a period of three months.

The second campaign was the "CAPTURE! A YBOR Photo Booth Contest" that focused on public high schools in King County. The CAPTURE! Contest awarded the King County public high school with the largest percentage of participation in the YBOR survey, as well as the high school with the largest number of participants. Winning schools were awarded a photo booth at a dance of their choice in the 2022-2023 school year. The YBOR project team sent invitations to enter the contest to every public high school in King County. Six high schools participated including Tahoma, Issaquah, Chief Sealth, Tyee, Kent-Meridian, and Kentridge. The participating schools were assigned unique QR codes and links, a provided with custom branded posters. Over 425 students participated in the CAPTURE! Contest with Issaquah High School winning for highest number of student participants, and Tyee High School winning for the highest percentage of student participants.[38]

Use of Incentives at Events and for Survey Completion

To incentivize youth participation in this phase, the project team announced that 10 young people who completed the survey would win a $100 gift card through a random drawing.[39] The project team also held weekly random drawings for smaller prizes in summer of 2022 to boost participation during that season. For events, the YBOR Task Force members recommended candy, snacks, tote bags, widgets, and other fun prizes be used as incentives for youth to take the survey. Young people could choose prizes, drop a puck in the YBOR PLINKO game, or spin a wheel for prizes after taking the survey. At some events, the project team also drew two random winners for a $100 or $50 gift card.

Impact of COVID-19 Pandemic on Outreach and Engagement

The YBOR engagement process began in 2021 when the COVID-19 pandemic had a direct impact on the outreach methods, engagement, and outcomes. For example, typical meeting spaces for youth, including schools and libraries, were not open to in-person engagement, necessitating solely online engagement for the first 12 months of the project. However, as COVID-19 regulations changed some in-person events were permitted. Virtual meeting tools such as Zoom allowed for access and engagement with youth and partners, though some youth struggled to adapt and operate within virtual spaces. The emotional toll of the pandemic and frustration of using exclusively virtual meeting tools likely reduced overall engagement.

[38] Data collection for the Capture Photo Booth Contest was via Google Form and initially evaluated and coded by the YBOR Task Force.
[39] Participants were notified at the closeout of phase 1. Only five of the ten winners accepted the prize.
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YBOR Declare Your Rights! Phase Findings

Upon completion of outreach and engagement to gather input from King County's youth, the project team moved all survey responses into Public Input for data review. The project team worked closely with staff and interns from the Department of Public Health – Seattle & King County (PHSKC) to analyze data and determine findings that would inform the ratification phase of the project. The PHSKC team coded all the data and highlighted comments to be shared and discussed with the YBOR project team. Throughout the process, the PHSKC and YBOR project team met regularly to discuss progress, initial finds, and the follow-up process. The data analyzed included participant ages, Zip Codes, and most important issues confronting youth in King County.

Ages of Survey Participants
In total, around 2,200 youth submitted more than 4,100 comments during the Declare Your Rights! phase.[40] The responses came from a range of youth aged seven to 24 years with the highest percentages coming from ages 15 to 18 years, or high school-aged youth. [41]

Table 1 YBOR survey participant ages
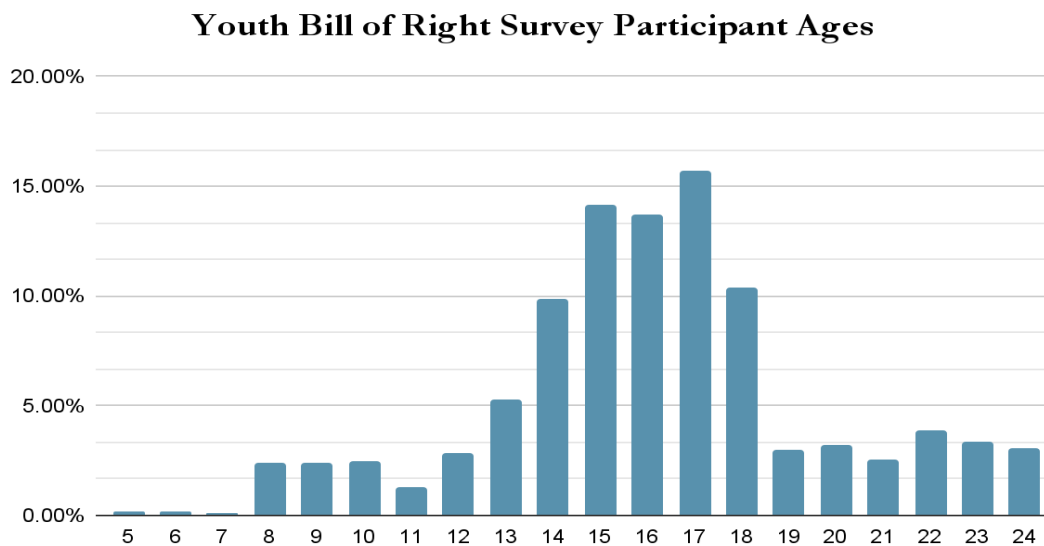
Most Important Issues, Wants and Needs Identified by Youth
To identify the issues, wants, and needs of King County youth, the YBOR team reviewed responses and removed unrelated, inappropriate, or duplicative submissions. The team then categorized answers into thirteen major themes or issue areas.[42] The 13 themes are listed in order of frequency of responses, starting with the highest number of responses.

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[40] This does not include pizza pies used by young participants or any secondary data.
[41] Individuals above the age of 24 years were not eligible to take the Youth Bill of Rights survey.
[42] The 13 themes do not include other, which included 1.61% of comments.

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1. Health (especially mental health)[43]
2. Youth Voice
3. Basic Needs and Wellbeing
4. Education and Learning
5. Safety and Security
6. Equity and Social Justice
7. Community and Belonging
8. Environment and Environmental Justice
9. Recreation and Sports
10. Transportation
11. Employment
12. Adulthood
13. Spirituality and Religion

One interesting finding of this survey results is the difference in top issues reported by youth today versus ten years ago. Basic Needs is reportedly of greater concern to King County youth now than it was ten years ago. When asked as part of the King County's Youth Action Plan in 2014, one thousand youth defined the top areas of concern as:

1. Education
2. Social/Emotional (especially depression and self-harm)
3. Jobs/Employment
4. Safety/Violence
5. Health
6. Basic Needs[44]

VII.   Youth Bill of Rights Ratification

From April through May 2023, the YBOR team organized a process to ratify the top ten issues, thus ensuring that youth had a decision-making role in finalizing the ten thematic areas that formed the Youth Bill of Rights. During the YBOR Ratification Phase, the YBOR team asked young people to prioritize the main themes identified in the Declare Your Rights phase and confirm that no major issues were missing. This team also held in-person events to engage youth in areas of King County where little input had been received.

To help youth have a shared understanding of the findings, the YBOR team provided examples of the wants, issues, and needs within each thematic area, as expressed by youth during the Declare Your Rights phase. The top ten themes, including examples provided, are included in Appendix D.

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[43] Many comments were related to mental health, which is listed under Health. A total of 7% of all comments were related to mental health. Similarly, the YBOR team heard feedback on the theme of youth mental health during the in-person discussions and outreach throughout the process.
[44] The 2014 youth survey asked King County Youth for the top 3 areas of concern. The Youth Action Plan Appendix C only shares these top 6 areas. King County Youth Action Plan [LINK]
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YBOR Ratification Outreach and Engagement Methods

The YBOR project used the emails gathered in the Declare Your Rights! phase to reach out to youth, and asked project partners to promote in their communities. Youth ratified the King County Youth Bill of Rights through an online website and in-person gatherings. Online ratification was carried out through a new Public Input survey that asked youth in King County to select the three most important issues from among the top 10 listed. The survey also asked youth to identify a topic or issue that was missing from the list.

The YBOR project team and Task Force members hosted six in-person events to engage youth in areas with little to no prior participation. These locations were Carnation, Duvall, Enumclaw, Shoreline, Skykomish, and White Center. Gracie McDanold demonstrated outstanding dedication to the project, ensuring youth engagement and facilitating the community cafés at Enumclaw High School and Skykomish K-12 School. The community café approach had students circulate throughout the room to discuss and comment on the top themes presented.[45] Youth participating in the ratification phase also had the chance to win one of ten $100 gift cards made available through weekly drawings.

YBOR Ratification Phase Findings

A total of 248 youth participated in the online ratification process. Participants ranged in age from 5 to 24 years old with the highest participation coming from young people aged 15 to 17 years, who accounted for 51 percent of respondents.[46] The YBOR ratification process shifted the rankings of the 10 thematic areas, and how they would be listed in the final Youth Bill of Rights. Participating youth ranked Basic Needs and Wellbeing the highest, followed by Health, and then Education and Learning.

Table 2: YBOR Ratification Phase Findings

Theme	Rank	Frequency of being selected
Basic Needs and Wellbeing	1.71	131
Health	2.54	108
Education and Learning	2.56	91
Equity and Social Justice	2.80	79
Safety and Security	3.10	72
Community and Belonging	3.28	61
Environment	3.32	75
Transportation	4.13	46
Youth Voice	4.30	46
Sports and Recreation	5.05	43

As to whether any important issues were missing, most youth shared that the themes addressed the priorities they had in mind. This included comments like healthy food, which falls under Basic Needs and

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[45] See Appendix D for examples of printed posters and comments.

[46] The breakdown of the 51% response rate includes 17-year-olds accounting for 20%, 15-year-olds accounting for 15%, and 16-year-olds accounting for 16%.

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Well Being, and self-defense which falls in Safety and Security. However, there were some topics that were not explicit in the above themes, such as immigration status and trauma-informed care.

After the Ratification phase the project team brought the final themes to YBOR Task Force members to author the article subthemes for each of the top ten rights identified.[47] The YBOR project team then drafted the preambles for each section and edited the articles for consistency and visionary language.

VIII.   Recommendations and Concluding Remarks

Nearly 10 years after adopting the King County Youth Action Plan, the fulfillment of Recommendation Area 8 on a Youth Bill of Rights marks an important achievement. Youth in the region have affirmed their most pressing wants and needs to King County leaders. Now it is time for County decision-makers to respond. In this regard, the County Executive recommends that King County:

Acknowledge the King County Youth Bill of Rights as a formal guide when considering policies and budgetary decisions that impact children and youth.
King County Council should approve the motion acknowledging the Youth Bill of Rights and take steps to ensure that the YBOR articles inform decisions impacting young people in King County. Additionally, King County should use the Youth Bill of Rights findings to inform and shape the updated Youth Action Plan (2025).

Set forth plans to create a King County Youth Commission.
To ensure meaningful youth voice, King County should establish a Youth Commission to give thoughts, opinions and action to policies and budgetary decisions. A King County Youth Commission aligns with the Youth Action Plan recommendation that calls for youth to be involved in governance and policymaking through serving on boards or key committees.[48] King County can learn from other jurisdictions that have developed youth commissions to ensure youth voice and agency.[49] To operationalize the Youth Commission, King County should:
- Make available a minimum of 1 FTE to plan and staff the Commission.
- Draft the Bylaws to govern the operations of the Youth Commission, such as
  a. Number of members from each council district.
  b. Number of at-large members.
  c. Compensation for Commission members.
  d. Role and scope of work.
- Introduce legislation that determines the Youth Commission as the official youth policy body for King County.

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[47] The following YBOR Task Force members and consultants co-authored the article subthemes for the Youth Bill of Rights: Julia Kroopkin, Makayla Miles, Tram Dinh, and Gracie McDanold.
[48] King County Youth Action Plan [LINK]
[49] Some examples include Multnomah County (https://www.multco.us/multnomah-youth-commission) and the city of Santa Ana (https://www.santa-ana.org/youth-commission)

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Update the Youth Bill of Rights every five years.

King County should update the Youth Bill of Rights every five years to ensure that it is reflective of current needs and issues confronting youth in a rapidly changing environment. Youth needs are constantly changing due to sociological events like COVID-19 pandemic, updates in technology, and the impacts of political and economic changes. As the Youth Action Plan describes, the Youth Bill of Rights should be a living document, a document with room for interpretation and negotiation over time, as new issues and opportunities emerge, and as priorities shift and strategies are reassessed.[50] A King County Youth Commission would be well suited to ensure the Youth Bill of Rights is updated, and that youth play a leadership role in this process.

Concluding Remarks

The King County Youth Bill of Rights keeps the needs of children and youth at the forefront when making policy and budgetary decisions. As the County's leaders and communities continue to grapple with the lasting impacts of the COVID-19 pandemic, the Youth Bill of Rights can serve as a North Star toward recovery and wellbeing. In striving to fulfill these rights for every young person in our region, King County will make steady progress toward becoming a welcoming community where every person can thrive.

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[50] King County Youth Action Plan [LINK]
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IX.   Appendices

Appendix A: YBOR Task Force Members, CYAB Young Leaders, and young community members

Youth Bill of Rights Task Force Members

Name	Task Force Session	District *
Adhya Kona	Youth Bill of Rights Task Force II	3
Aisha Sahal	Youth Bill of Rights Task Force II	8
Anmol Gill	Youth Bill of Rights Task Force II	6
Ave Diamond	Youth Bill of Rights Task Force I	8
Diego Gonzalez	Youth Bill of Rights Task Force II	3
Josue Villalobos	Youth Bill of Rights Task Force I	8
Julia Kroopkin	Youth Bill of Rights Task Force I & II, Consultant	3
Laura Bui	Youth Bill of Rights Task Force I	9
Layla Osman	Youth Bill of Rights Task Force I	7
Makayla Miles	Youth Bill of Rights Task Force I	2
Manthita Wague	Youth Bill of Rights Task Force I	4
Mariam Mohammed	Youth Bill of Rights Task Force I	3
Rohan Kurup	Youth Bill of Rights Task Force II	3
Rose Lulengo	Youth Bill of Rights Task Force I	8
Siddhika Kshetri	Youth Bill of Rights Task Force I	5
Tera Chea	Youth Bill of Rights Task Force II	7
Tracy/Tram Dinh	Youth Bill of Rights Task Force I & II, Consultant	6
Zobir Tarin	Youth Bill of Rights Task Force II, Consultant	5

*YBOR Task Force candidate from District 1 unfortunately had to withdraw at the last minute. The project team engaged with youth in DCHS-Shoreline College Center for Education and Career Opportunities to help mitigate the lack of formal representation on the Task Force.

CYAB Young Leaders Subcommittee Members and Other Contributors

Name	Role
Brianna Holden Granado	CYAB Young Leaders Subcommittee (District 4)
Corbin Muck	CYAB Young Leaders Subcommittee (District 2)
Hikma Sherka	CYAB Young Leaders Subcommittee (District 2)
Mutende Katambo	CYAB Young Leaders Subcommittee (District 2)
Nebiyu Yassin	CYAB Young Leaders Subcommittee (District 8)
Sophie Theriault	CYAB Young Leaders Subcommittee (District 3)
Eyael Getachew	PHSKC Data Analysis Work
Gracie McDanold	Community Café Facilitator/Consultant
Ladan Farah	PHSKC Data Analysis Work
Pearl Malhi	Video content/Consultant
Thearina Leng	YBOR Special Events Consultant
Yui Hashimoto	PHSKC Data Analysis Lead

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Appendix B: YBOR Community Partnerships

YBOR Community Partners played a vital role in connecting youth they serve to the project.

YBOR Community Partners	
Anmol Gill	Thien-Di Do
Ariana Sherlock, Newcastle City Councilmember	Tyee High School
Atlantic Street Center	Yoga Behind Bars
City of Seattle, Youth & Family Empowerment Division	
Communities Rooted of Brilliance	
Enumclaw High School	
Falis Community Services	
Fernanda Maria Novoa	
First Five Years and Beyond	
Indian American Community Services	
Julia Kroopkin	
King County Library System - Teen Services Librarians	
Latino H.E.A.T.	
The Lambert House LGBTQ Youth Center	
Neighborhood House	
OneWorld Now	
Reconnect to Opportunity	
The Rogers Family (Trenise, Anisah, Keith Jr. & Brittany)	

Appendix C: YBOR Outreach Activities and Events

Speaking Engagements
Moving in Solidarity Youth Summit 2021 (Task Force Presented)
Communities in Schools Federal Way & Kent Summit 2022. Approximately 250 middle school students participated via design your own pizza pie dot/sticker survey.
Youth and Family Services Association Meeting
Learning Center North

Events in partnership with the YBOR Task Force, youth-serving organizations, and King County departments.

Community Events
• Reconnect to Opportunity Federal Way Back to School Event 2022 • Reconnect to Opportunity High School Drive Thru Resource Fair – 2022
• King County Care and Closure Team • Garfield High School Youth Summit Fair (June 2, 2022)

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• Garfield High School Youth Summit (April 7, 2022) • LINC Conference at Highline College (September 30, 2022) • Consejo Counseling Youth Leadership Conference 2023 (Milton)
King County Library System, Teen Library Program • Maple Valley Library Event • Juneteenth Tukwila Library • Brandi Colbert Book Event • Grand Opening of Makerspace (Federal Way)
King County Comprehensive Plan project • Vashon Strawberry Festival 2022
• Shoreline College, Phase I • Highline College (see above conference) • Cascadia College, Phase I • Green River College, Phase I • South Seattle College, Phase I • Westfield Southcenter • Rain City Rock Camp

Appendix D: Examples of YBOR Print and Social Media Content

Video explaining the YBOR Project

Posters with QR Codes for Youth to Vote

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Ratification Phase II Posters

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YBOR Task Force Member Social Media Highlights

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Printed posters with YBOR thematic areas for community café events.

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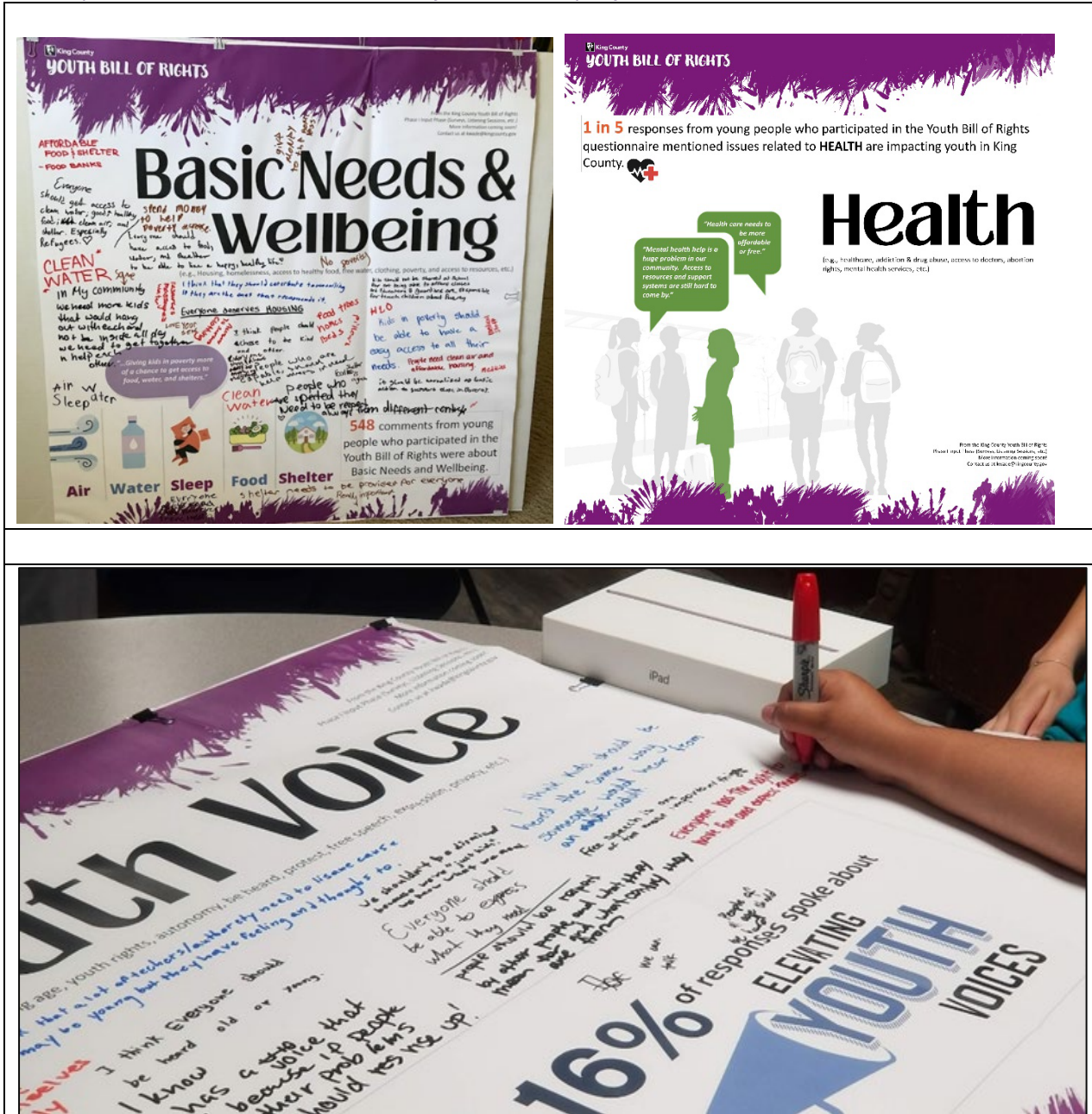
Attachment A

King County YBOR Pizza Pie activity designed gather input from middle school children

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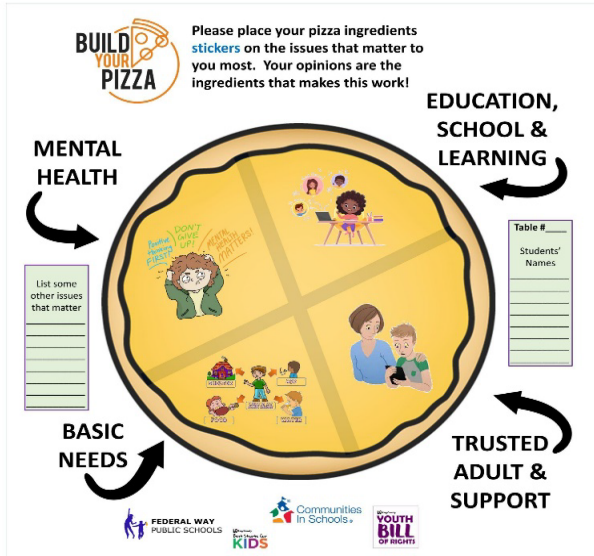
Participant photos from the YBOR Phase II Youth Community Cafes and Open Houses

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Appendix D: Ratification Phase Top Ten Themes with brief descriptions

1. Health (especially mental health, healthcare, drug addiction, etc.)
2. Youth Voice (voting age, youth rights, privacy, free speech, etc.)
3. Basic Needs and Wellbeing (housing and shelter, access to food, clean air, water, clothing, etc.)
4. Education and Learning (quality education, more learning programs, life lessons, education equity, etc.)
5. Safety and Security (a safe place to live, school safety, bullying, etc.)
6. Equity and Social Justice (freedom from bigotry, racism and stereotypes, LGBTQ+ rights, etc.)
7. Community and Belonging (acceptance, more unity, freedom to be yourself, service to the community, etc.)
8. Environment and Environmental Justice (sustainable environment, better air quality, cleaner streets, climate change, preservation, etc.)
9. Recreation and Sports (more club sports, affordable recreation options, art programs, parks, and natural spaces, etc.)
10. Transportation (free driver's education, flexible public transportation hours and options, walkability, access to free transit, etc.)

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1

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11/20/2024

Fix Approval Date

[O. Brey]

Sponsor:	von Reichbauer
Proposed No.:	2024-0276

1   **<u>AMENDMENT TO PROPOSED ORDINANCE MOTION 2024-0276, VERSION 1</u>**

2   In Attachment A, Youth Bill of Rights and Report, dated August 2024, on page 7, in the

3   subsection titled "*Foundational Policies*" after "approved the plan in" strike "January"

4   and insert "June"

5

6   On page 11 in the subsection titled "**Foundational Policies and Plans**" after "approved

7   the plan in" strike "January" and insert "June"

8   **EFFECT prepared by *O. Brey*: *Amendment 1 would address an error in the report**

9   ***regarding the approval of the Youth Action Plan, which was approved by Council in***

10   ***June 2015.***

King County

Dow Constantine
King County Executive
401 Fifth Avenue, Suite 800
Seattle, WA 98104-1818
206-263-9600 Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

August 26, 2024

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

Dear Councilmember Upthegrove:

This letter transmits a proposed Motion that would if approved, adopt the King County Youth Bill of Rights and Report, pursuant to Ordinance 17738, which called for the development of a Youth Action Plan, including recommendations for a Bill of Rights for King County's youth.

The King County Youth Bill of Rights (YBOR) is the first of its kind in this region. The YBOR defines a shared vision for the future, making place for youth voice in policy decisions. As such, the YBOR furthers the County's commitment to equity by elevating the influence of underrepresented populations. YBOR highlights the priority issues of young people, including basic needs, equity, youth voice, the environment, safety, and belonging. Mental health issues, along with concerns related to safety, emerged as the top priorities amongst King County youth.

From its inception, youth collaboration and leadership in decision-making was a cornerstone to the King County Youth Bill of Rights project. Youth oversaw every phase of the three-year project, beginning with the Young Leaders Subcommittee of the King County Children and Youth Advisory Board, and later the Youth Bill of Rights Task Force.

As called for in the Youth Action Plan Recommendation Area 8, the YBOR project team also partnered with youth serving organizations to engage youth in the process. DCHS and the YBOR Task Force developed surveys in digital and paper formats, asking youth to identify the issues having the greatest impact on their lives. In total, around 2,200 youth submitted more than 4,100 comments during the initial input phase of the project. The responses came from a range of youth aged seven to 24 years, with the highest percentages coming from high school-aged youth. Participating youth represented all nine council districts, community service areas, public school

The Honorable Dave Upthegrove
August 26, 2024
Page 2

districts, and 37 of 39 municipalities. Young adult social research interns at Public Health – Seattle & King County coded and analyzed the survey data.

Nearly ten years after the adoption of the King County Youth Action Plan, the fulfillment of Recommendation Area 8 on a Youth Bill of Rights marks an important achievement. Youth in the region have affirmed their most pressing wants and needs to King County leaders. Now it is time for County decision-makers to respond. I fully support the recommendations outlined in the Youth Bill of Rights project to:

1. Set forth plans to create a King County Youth Commission.
2. Update the Youth Bill of Rights every five years.

The King County Youth Bill of Rights would keep the needs of children and youth at the forefront when the County is making policy and budgetary decisions. In striving to fulfill these rights for every young person in this region, King County will make steady progress toward becoming a welcoming community where every person can thrive.

Thank you for your consideration of the proposed motion and for your continued devotion to the health and wellbeing of children and youth. If your staff have any questions, please contact Kelly Rider, Director, Department of Community and Human Services, at 206-263-5780.

Sincerely,

for

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
        ATTN: Stephanie Cirkovich, Chief of Staff
           Melani Pedroza, Clerk of the Council
     Shannon Braddock, Deputy County Executive, Office of the Executive
     Karan Gill, Chief of Staff, Office of the Executive
     Penny Lipsou, Council Relations Director, Office of the Executive
     Kelly Rider, Director, Department of Community and Human Services

Metropolitan King County Council
Government Accountability and Oversight Committee

STAFF REPORT

Agenda Item:	11	**Name:**	Melissa Bailey
Proposed No.:	2024-0386	**Date:**	December 10, 2024

SUBJECT

The proposed motion would establish policy and operational priorities to inform long-term planning and implementation of King County's Civic Campus Planning Initiative.

SUMMARY

Since 2017, King County has been working with Northwest Studios to develop the King County Civic Campus Plan. The Executive finalized the *Civic Campus Initiative Strategic Plan* in the first half of 2024, and it was later presented to the Regional Policy Committee on July 31, 2024. According to the transmittal letter for the proposed motion, now that the visioning process has concluded the Executive is proposing to set shared priorities to guide the infrastructure project. If approved, the proposed motion would set two intentions and eight priorities for the Civic Campus Initiative. The intentions would include:

1. *For the county to redevelop its existing civic campus to create a dynamic neighborhood that includes housing and transportation infrastructure that will connect to, complement, and support surrounding neighborhoods in south downtown, including Chinatown International District, Pioneer Square, Yesler Terrace, and the Stadium Transition Area Overlay District; and*

2. *The redevelopment design ensures that all essential county facilities meet modern health, safety, and environmental standards.*

And the eight priorities for the Civic Campus Initiative would be:

A. *Building thousands of units of housing for people of all incomes and prioritizing restoration and reuse of historic buildings;*

B. *Including shops, restaurants, and gathering places to create a vibrant community;*

C. *Ensuring safe, clean, accessible public spaces for residents, workers, and visitors;*

D. *Realizing the value of the county's land holdings for the long-term benefit of county taxpayers;*

E. *Including offices for specific county functions to maintain a clear presence and front door for county government, and for businesses that complement the residential neighborhood;*

F. *Designing for everyone and building in equity and fairness consistent with King County values;*

G. *Creating an energy district to reduce waste, eliminate carbon emissions, and save money; and*

H. *Delivering excellent mobility connections for thousands of residents, workers, and visitors.*

BACKGROUND

Courthouse Revitalization. As part of the 2015-2016 Biennial Budget, the Executive proposed the Courthouse System Revitalization Project to repair aging mechanical systems and make other priority investments in the King County Courthouse.[1] Cost estimates at the time ranged between $75 million to $300 million. In response, the Council added a proviso calling for a report on the Courthouse building systems prior to deciding how to approach and fund the project.[2,3]

In 2015, the Courthouse System Revitalization Project received the highest capital project risk score (twice the average of the other 18 projects considered), and the Council requested that the project be added to the Auditor's work program.[4] The Auditor published a Management Letter on August 25, 2015, evaluating actions taken on the project to date, identifying a number of concerns, and providing several recommendations (such as suspending the procurement process, broadening the scope of alternatives being considered, and obtaining a better understanding of current and future operational needs of the downtown Seattle campus as a whole before proceeding).[5]

The Council ultimately decided to restrict the appropriation for the Courthouse System Revitalization Project to one or more of the following purposes:

A. Gather data or information necessary to inform a decision about whether the Council should revitalize or redevelop the Courthouse;

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[1] Ordinance 17941, CIP Project 1124472 – Courthouse System Revitalization
[2] Ordinance 17941, Section 129, Proviso P5
[3] In 2016, the Council passed Motion 14798 to acknowledge receipt of the proviso report.
[4] Legislative Record: Staff Report for Briefing 2015-B0168.
[5] King County Auditor, Management Letter to King County Council, titled "King County Courthouse: Costly Revitalization Might Not Meet County Needs" dated August 25, 2015. [HERE]

B. Gather data or information necessary for the Real Property Asset Management Plan (RAMP) update, the scoping report, or a strategic facilities plan for the county's downtown civic campus;

C. Fund routine repairs and maintenance of building systems necessary for continued, safe operations of the Courthouse over the next five years; and

D. Undertake risk management planning activities, if the Executive determines such activities are a worthwhile use of the funding.[6]

Civic Campus Planning. On September 14, 2015, the Council amended the 2015-2016 Biennial Budget to include a proviso requiring the Executive transmit a scoping report on the county's future operational and space needs in the downtown Seattle campus.[7] The Facilities Management Division (FMD) submitted the *Downtown Civic Campus Scoping Report* to the Council on March 1, 2016, which summarized the processes necessary for the county to create its first downtown Seattle Civic Campus Strategic Facility Plan.[8,9] FMD also submitted an update to the RAMP, which was required by K.C.C. 20.12.100 and this proviso.[10]

The 2017-2018 Adopted Biennial Budget included an appropriation of about $687,000 for Civic Campus Planning.[11] According to legislative records, the Civic Campus Planning project was funded through a combination of fund balance and a $500,000 transfer from the Courthouse Revitalization Project to "implement the early phases of the Civic Campus Plan, including the development of a Facility Needs Analysis, formation of a project team, a steering committee, the development of a strategic vision, guiding principles, concepts and goals, a project charter and management plan, as well as a community and stakeholder engagement process."[12] Additional appropriations were made in the 2019-2020 Adopted Biennial Budget[13] (nearly $3.0 million) and the 2021-2022 Adopted Biennial Budget ($1.5 million).[14]

King County retained Northwest Studio, a practice of architects and urban designers based in Seattle, to lead the development of the King County Civic Campus Plan. In 2017, the Northwest Studio consultant team and FMD kicked off a four-phase planning effort:

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[6] Ordinance 18319, Section 38, Expenditure Restriction ER7

[7] Ordinance 18110, Section 55, Proviso P1

[8] Motion 14732

[9] The current civic campus is spread over eight acres of land (eight buildings and ten sites, with a total of 2.3 million square feet of space in buildings). Buildings include: the King County Courthouse, King County Administration building, King County Correctional Facility, 420 Fourth Avenue, Chinook building, Goat Hill parking garage and adjacent vacant land, Yesler building, and the King Street Center.

[10] Ordinance 18428

[11] Ordinance 18409, CIP Project 1130313 – Civic Campus Planning. The budget included $687,232 in the Building Repair and Replacement Fund for the project.

[12] Legislative Record: Staff Report for Motion 14798.

[13] Ordinance 18835, CIP Project 1130313 – Civic Campus Planning ($2,972,130)

[14] Ordinance 19210, CIP Project 1130313 – Civic Campus Planning ($1,499,653)

- Phase I: Project Understanding/Data Gathering (2018)

- Phase II: Gap Analysis (2020)

- Phase III: Planning/Analysis (2019-2020)

- Phase IV: Strategic Plan Development and Actions (2020-ongoing)

Per FMD's Civic Campus Initiative website: "The first step was to complete an initial assessment of current and future facility and operational needs and to develop a shared vision and guiding principles that will shape and help evaluate plan strategies. The vision and guiding principles were developed by stakeholders, clients, neighbors, and county officials and embraced by King County."[15,16]

Progress updates on this work have been provided to the Government Accountability and Oversight Committee over the last few years.[17] In July 2024, Northwest Studios and Executive staff presented the *Civic Campus Initiative Strategic Plan* to the Regional Policy Committee.[18] The strategic plan, finalized by the Executive, includes:

- A vision statement: A welcoming, equitable, and enduring place, inspiring civic life and serving the region.

- Guiding principles:
  - Design for equity and fairness;
  - Build respectful civic experiences;
  - Create resilient working places;
  - Deliver financially sound projects;
  - Design beautifully restorative environments;
  - Contribute to a socially and economically vibrant community; and
  - Anchor the process in King County's Race and Social Justice Principles.

- Some discussion around estimated repair, renewal, and renovation costs for each facility in the county's downtown Seattle civic campus, visioning and benchmarking for a contemporary courthouse as well as a new type of in-custody environment to replace the existing adult correctional facility, and it introduced the concept of paired sites (relocating some county functions to a larger site in SODO to realize new opportunities for county facilities and downtown redevelopment such as housing for people of all incomes). The strategic plan states the area around the Courthouse "can be transformed into a 24-hour neighborhood with capacity to include housing for people of all incomes and

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[15] Civic Campus Initiative - King County, Washington
[16] The Council had representation on the 2018 Oversight Committee (Councilmembers Dembowski and von Reichbauer) and on the 2023 Government Partners Table (Councilmembers Dembowski and von Reichbauer and former Councilmember McDermott).
[17] See Briefings 2017-B0031, 2017-B0179, 2019-B0007, 2020-B0004, and 2024-B0089.
[18] Briefing 2024-B0089. The *Civic Campus Initiative Strategic Plan* can also be found online [HERE] along with reference information [HERE].

backgrounds. It can offer gathering spaces, retail, restaurants, the corner store, and offices that reflect the realities of working today. And most importantly, it must connect with transit, not as an afterthought, but as an integral part of the planning of a holistic environment."

Executive staff provided the following timeline when presenting the strategic plan to the Regional Policy Committee July 2024:
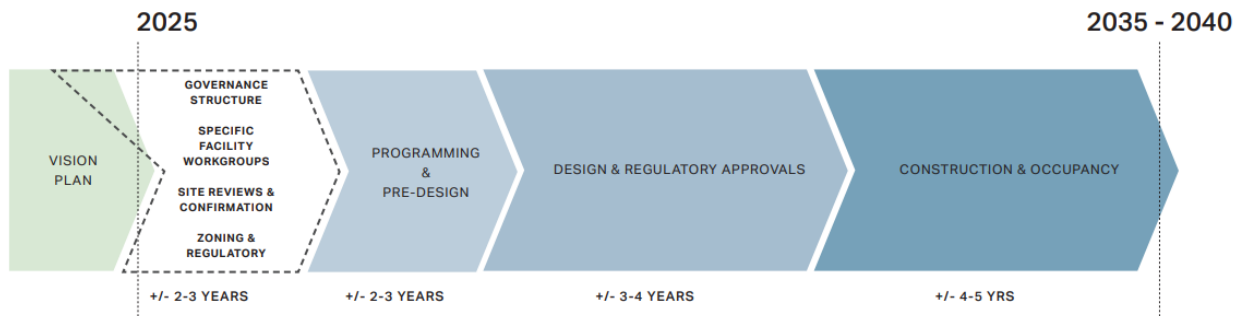
According to Executive staff, their near-term focus for the Civic Campus Initiative is on:

- Wrapping up work with a Governance and Financing Steering Committee in December 2024. This will result in a consultant report with recommendations for establishing a stewardship entity structure for the initiative and an analysis of possible financing strategies.

- Being in continued conversation with the City of Seattle on ways to formalize the objectives regarding the Civic Campus Initiative (with a focus on zoning and regulatory framework).

- Planning for master plan development in 2025 to achieve the objectives outlined in the 2025 Adopted Budget proviso requiring a *Civic Campus Initiative Options Logistic Report*.[19]

- Working with the Council to establish shared policy and operational priorities for the long-term planning and implementation of the Civic Campus Initiative.

To address the last bullet point, the Executive has transmitted Proposed Motion 2024-0386.

ANALYSIS

If approved, Proposed Motion 2024-0386 would establish policy and operational priorities for the long-term planning and implementation of King County's Civic Campus Initiative. According to the Executive's transmittal letter, the motion is meant to "ensure that activities and actions related to the redevelopment of the County's downtown

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[19] Ordinance 19861, Section 121, Proviso P1

campus would be guided by a shared set of priorities between the executive and legislative branches of County government. This also includes accompanying relocations of core county functions like courts and corrections."

Intentions. The motion would set two intentions of the Council for the Civic Campus Initiative:

1. *For the county to redevelop its existing civic campus to create a dynamic neighborhood that includes housing and transportation infrastructure that will connect to, complement, and support surrounding neighborhoods in south downtown, including Chinatown International District, Pioneer Square, Yesler Terrace, and the Stadium Transition Area Overlay District; and*

2. *The redevelopment design ensures that all essential county facilities meet modern health, safety, and environmental standards.*

Priorities. In addition to the two intentions, the motion would set the following eight priorities to guide the Civic Campus Initiative:

A. *Building thousands of units of housing for people of all incomes and prioritizing restoration and reuse of historic buildings;*

B. *Including shops, restaurants, and gathering places to create a vibrant community;*

C. *Ensuring safe, clean, accessible public spaces for residents, workers, and visitors;*

D. *Realizing the value of the county's land holdings for the long-term benefit of county taxpayers;*

E. *Including offices for specific county functions to maintain a clear presence and front door for county government, and for businesses that complement the residential neighborhood;*

F. *Designing for everyone and building in equity and fairness consistent with King County values;*

G. *Creating an energy district to reduce waste, eliminate carbon emissions, and save money; and*

H. *Delivering excellent mobility connections for thousands of residents, workers, and visitors.*

The proposed motion does not define the priorities further or provide specificity for how they should be achieved. For example, the motion would set "building thousands of units of housing for people of all incomes and prioritizing restoration and reuse of historic buildings" as a priority for the Civic Campus Initiative, but it would not detail the county's role in building the housing units. Similarly, there is no definition of "energy district" or a description of what it would mean to prioritize "designing for everyone and

building in equity and fairness". Executive staff confirm this was intentional given the motion is meant to be a high-level document that will guide the Civic Campus Initiative over the next 10 to 20 years. They note that more detailed plans would be transmitted in the future as planning progresses.

Executive staff state that it is best practice to set shared priorities at the outset of large infrastructure projects and pointed to the recent Seattle Waterfront redevelopment project as an example. In 2011, the Mayor and Seattle City Council established the guiding principles of the Waterfront Seattle Program in Resolution 31264.[20]

INVITED

- Jennifer Hills, Deputy Chief Operating Officer, Office of the Executive
- Calli Knight, Director of Strategic Initiatives and Partnerships, Office of the Executive

ATTACHMENTS

1. Proposed Motion 2024-0386
2. Transmittal Letter

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[20] Seattle City Council Resolution 31264. At a high-level, guiding principles included: create a waterfront for all; put the shoreline and innovative, sustainable design at the forefront; reconnect the city to its waterfront; embrace and celebrate Seattle's past, present, and future; improve access and mobility; create a bold vision that is adaptable over time; and develop consistent leadership – from concept to construction to operations. [HERE]

KING COUNTY

Signature Report

Motion

Proposed No. 2024-0386.1   **Sponsors** von Reichbauer and Balducci

1   A MOTION relating to the establishment of policy and

2   operational priorities to inform long-term planning and

3   implementation of the county's civic campus planning

4   initiative.

5   WHEREAS, King County owns and operates several facilities in downtown

6 Seattle, and

7   WHEREAS, most of the facilities that King County owns and operates are on a

8 civic campus centered around Fourth Avenue between James Street and Yesler Way, and

9 include the King County Courthouse, King County Administration Building, King

10 County Correctional Facility, Chinook Building, Yesler Building, Goat Hill Garage, and

11 the 420 4th Avenue Building, and

12   WHEREAS, over the decades, the county has invested in these facilities to

13 continue to provide services to a growing public, and

14   WHEREAS, the ages of the aforementioned properties span between eighteen and

15 one hundred fifteen years old, in varying conditions, with some underutilized,

16 functionally obsolete, and facing costly maintenance and repairs that are not financially

17 sustainable, and

18   WHEREAS, in 2023, the executive embarked on the civic campus initiative

19 visioning process that brought together all branches of county government, external

20 government agencies, community partners, academic leaders, and industry leaders to

1

21   address the aging building stock and underlying functional deficiencies, and

22   WHEREAS, the visioning process engaged all branches of county government,

23   other governmental partners, experts from industry and academia, and a community

24   advisory group, and

25   WHEREAS, the civic campus initiative looks ahead to 2045, identifying

26   opportunities to: modernize facilities and deploy excellent county services, leverage the

27   value of county real estate assets, improve personal and public safety and security, and

28   better engage the built environment and surrounding neighborhoods in Downtown

29   Seattle, and

30   WHEREAS, in July 2024 the executive delivered a community-informed vision

31   for transforming the current civic campus into a twenty-four-hour neighborhood, and

32   relocating and improving core county functions to a county-owned property further south

33   of downtown, and

34   WHEREAS, the Civic Campus Initiative Plan was briefed in the King County

35   council's regional policy committee on July 31, 2024, and

36   WHEREAS, the executive and the council share an interest in delivering on a

37   vision for the civic campus that addresses key policy and operational priorities, and

38   WHEREAS, it is a priority for the executive and council to establish a set of

39   shared policy and operational goals to inform the long term planning and implementation

40   of the Civic Campus Initiative Plan, and

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

42   It is the intent of the council for the county to redevelop its existing civic campus

43   to create a dynamic neighborhood that includes housing and transportation infrastructure

2

44   that will connect to, complement, and support surrounding neighborhoods in south

45   downtown, including Chinatown International District, Pioneer Square, Yesler Terrace,

46   and the Stadium Transition Area Overlay District. It is the intent of the council that the

47   redevelopment design ensures that all essential county facilities meet modern health,

48   safety, and environmental standards. To help guide the civic campus initiative in the long

49   term, the council establishes the following priorities:

50   A. Building thousands of units of housing for people of all incomes and

51   prioritizing restoration and reuse of historic buildings;

52   B. Including shops, restaurants, and gathering places to create a vibrant

53   community;

54   C. Ensuring safe, clean, accessible public spaces for residents, workers, and

55   visitors;

56   D. Realizing the value of the county's land holdings for the long-term benefit of

57   county taxpayers;

58   E. Including offices for specific county functions to maintain a clear presence and

59   front door for county government, and for businesses that complement the residential

60   neighborhood;

61   F. Designing for everyone and building in equity and fairness consistent with

62   King County values;

63   G. Creating an energy district to reduce waste, eliminate carbon emissions, and

64   save money; and

65   H. Delivering excellent mobility connections for thousands of residents, workers,

66   and visitors.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: None

4

Dow Constantine
King County Executive
401 Fifth Avenue, Suite 800
Seattle, WA 98104-1818
206-263-9600   Fax 206-296-0194
TTY Relay: 711
www.kingcounty.gov

November 6, 2024

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

Dear Councilmember Upthegrove:

I am pleased to transmit to you a proposed Motion, that would if approved, establish policy and operational priorities for the long-term planning and implementation of King County's civic campus planning initiative. The proposed Motion would ensure that activities and actions related to the redevelopment of the County's downtown campus would be guided by a shared set of priorities between the executive and legislative branches of County government. This also includes accompanying relocations of core county functions like courts and corrections.

In response to the Council's 2015 budget Proviso in Ordinance 18110 to undertake a comprehensive assessment of existing building conditions and future space needs for downtown functions, the Civic Campus Initiative (the Initiative) was established. The Initiative expands on that work, looking forward to 2045 and beyond to identify opportunities to deploy County services, leverage the value of County real estate assets, improve personal safety and security, and better engage and complement the surrounding neighborhoods. The Executive finalized the Civic Campus Initiative Plan following extensive outreach and engagement processes, which included convening partners from community, government, academia, and industry. The Civic Campus Initiative Plan was shared it with the Council in July 2024 during a briefing of the Council's Regional Policy Committee.

Now that the visioning process has concluded and given the long-term nature of such transformative and impactful infrastructure projects, the proposed Motion provides for short-, mid-, and long-term actions to occur under a clear set of guiding priorities.

Thank you for your consideration of this proposed motion. I look forward to working with the Council on the next phases of work around our Civic Campus Initiative.

If your staff have questions, please contact Calli Knight, Director of Strategic Initiatives and Partnerships, Executive Department, at 206-477-9627.

Sincerely,

for

Dow Constantine
King County Executive

Enclosure

cc: King County Councilmembers
            ATTN: Stephanie Cirkovich, Chief of Staff, King County Council
                      Melani Hay, Clerk of the Council
        Karan Gill, Chief of Staff, Office of the Executive
        Penny Lipsou, Council Relations Director, Office of the Executive
        Calli Knight, Director of Strategic Initiatives and Partnerships, Office of the Executive

KING COUNTY

Signature Report

Motion

Proposed No. 2024-0395.1   **Sponsors** von Reichbauer

1   A MOTION related to council adoption of the King County

2   Auditor's Office Work Program 2025.

3   WHEREAS, K.C.C.2.20.040.B. states that the council shall review and approve

4 by motion a work program proposed by the auditor at least every two years, and

5   WHEREAS, the mission of the independent county auditor's office is to advance

6 performance, accountability, transparency, and equity of King County government,

7 through objective, independent audits, capital projects oversight, studies and activities

8 that generally assist the council in its oversight function, promote due diligence, and

9 serve the public interest, and

10   WHEREAS, the work program shall include the audits, studies, and oversight to

11 be conducted and managed by the county auditor's office, and

12   WHEREAS, the 2025 county auditor's work program has been developed and is

13 attached to this motion;

1

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

15   The King County Auditor's Office Work Program 2025, Attachment A to this

16 motion, is hereby adopted.

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

_____

Dave Upthegrove, Chair

ATTEST:

_____

Melani Pedroza, Clerk of the Council

APPROVED this _____ day of _____, _____.

_____

Dow Constantine, County Executive

Attachments: A. King County Auditor's Office Work Program 2025

2

King County Auditor's Office • Work Program 2025

Work Initiated in 2023–2024 That Will Continue Into 2025
Jail Behavioral Health
Cyber-Resilience
Civil Forfeiture
Returned Checks

Work Program 2025

We commit to completing six or more of the projects below in 2025, in addition to following up on past recommendations. We are including some flexible audit categories to allow us, with Council engagement, to respond to immediate needs with timely and appropriate audit work. These topics are not listed in priority order.

Performance Audits

General Audit Topics

Contracting with Nonprofits	Evaluate Department of Community and Human Services' contract management with nonprofits for juvenile diversion services
Internal Controls Series	A series of audits that focus on internal controls such as contract management, accounts payable topics, gasoline, and cash handling
Medical Examiner's Office	Evaluate the Medical Examiner's Office — scope may include contracting, unidentified remains, and/or indigent remains
Parks Division	Evaluate the Parks Division — scope may include grants, programming, and/or rentals
Permits Division	Evaluate the efficiency, effectiveness, and equity of King County's permitting processes
Recruitment and Retention	Evaluate county recruitment and retention, especially in areas with high vacancy and attrition rates

Capital-Focused Audits

Stormwater Services	Evaluate King County's Stormwater Management Program — scope may include permit compliance, asset management, and/or stormwater fees

Criminal Legal Audits

911 Communications Center	Evaluate the efficiency, effectiveness, and equity of the 911 Communications Center
Criminal Legal Data Hub	Assess King County's cross-agency efforts to implement a criminal legal data hub
Field Training Program	Evaluate the efficiency, effectiveness, and equity of the King County Sheriff's Office Field Training Program
Emerging Criminal Legal Issues	Monitor criminal legal issues and identify high-risk or emerging areas of policy-maker interest for analysis

Transportation Audits

Emerging Issues in Metro Transit	Monitor transportation issues and identify high-risk or emerging areas of policy-maker interest for analysis

Capital Oversight

Direct Project Oversight	General Oversight Activities
Harborview Project Oversight	**Follow-up of past recommendations**
Mouth of the Duwamish Projects	**Monitoring of high-risk capital programs and projects, and communicating concerns**
Northeast Transfer Station	**Project risk scoring**
	Solid Waste Capital Program Rate Impacts
	Wastewater Treatment Program Planning

Government Accountability and Oversight Committee

December 10, 2024

Agenda Item No. 13
Briefing No. 2024-B0127

Auditor Briefing: County Space Planning

Any materials for this item will be available after the meeting.

![King County logo]

King County

Department of Human Resources

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Seattle, WA 98104
206-477-3404 TTY Relay: 711
www.kingcounty.gov

November 21, 2024

The Honorable Pete von Reichbauer
Chair, Government Accountability and Oversight Committee
Room 1200
C O U R T H O U S E

Dear Councilmember von Reichbauer:

Pursuant to King County Code (KCC) 3.15.040, this letter submits a recommendation to adjust the pay range of eighteen existing career service and career service-exempt classifications. KCC 3.15.040 states that any pay range adjustments for classifications exceeding Rage 54 "shall be filed with the clerk for distribution to the chair of the labor, operations, and technology committee, or its successor committee, and confirmed by the committee before implementation."

King County's Department of Human Resources conducted an internal and external compensation analysis of career service-exempt and career service classifications within the King County Sheriff's Office (KCSO), Department of Executive Services, Department of Local Services (DLS), Department of Human Resources (DHR), the Executive's Office, the Department of Public Health (DPH), and the Department of Community and Human Services (DCHS).

The analysis used several factors to establish and determine pay equity, including the ratified agreement between the Office of Labor Relations (OLR) and the Puget Sound Police Managers Association, which has created compression between the King County Sheriff's Office Major and Chief job classifications, a review of the current pay ranges with other leadership classifications throughout the County, consideration of whether the salary differential between successive job classifications is equitable, and an examination of salaries within comparable agencies of geographic proximity and size for similar classifications. The analysis identified the need to increase the pay ranges of the following classifications:

Job Classification	Current Pay Range	Proposed Pay Range
KCSO Chief	89	91
Undersheriff	93	95
Sheriff	97	99
DLS Department Director	90	93
DLS Deputy Department Director	85	88

The Honorable Pete von Reichbauer
November 21, 2024
Page 2

DHR Department Director	90	93
DHR Deputy Department Director	85	88
OLR Director	90	93
OLR Deputy Director	85	88
DPH Department Director	93	97
DPH Deputy Department Director	88	92
DCHS Department Director	93	97
DCHS Deputy Department Director	88	92
Assistant County Executive Ops II	93	94
Clinic Veterinarian	64	71
Animal Shelter Clinic Manager	68	73
Chief Financial Officer	75	78
Labor Analyst	66	69

Thank you for your consideration of these recommended pay increases. If your staff have questions, please contact me at 206-477-3628 or Jason Cossette, Compensation and Classification Services Manager, at 206-477-3157.

Sincerely,

Jay Osborne
Director, Department of Human Resources

Enclosure

cc: King County Government Accountability and Oversight Committee Council Members
               ATTN: Stephanie Cirkovich, Chief of Staff
                        Melani Hay, Clerk of the Council
        Dow Constantine, King County Executive
        Shannon Braddock, Deputy Executive, Office of the Executive
        Karan Gill, Chief of Staff, Office of the Executive
        Penny Lipsou, Council Relations Director, Office of the Executive
        Dwight Dively, Chief Operating Officer, Office of the Executive
        Whitney Abrams, Chief People Officer, Office of the Executive
        Patti Cole-Tindall, Sheriff, King County Sheriff's Office
        Faisal Khan, Director, Department of Public Health
        Kelly Rider, Director, Department of Community and Human Services
        Lorraine Patterson-Harris, Director, Department of Executive Services
        Leon Richardson, Director, Department of Local Services
        Megan Pedersen, Director, Office of Labor Relations
        Jay Osborne, Director, Department of Human Resources (DHR)
        Jason Cossette, Compensation and Classification Services Manager, DHR