



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

Motion 15485

Proposed No. 2019-0280.1

Sponsors Lambert

1 A MOTION acknowledging receipt of the Local Services
2 Functions and Facilities Planning Report, which was
3 submitted in response to the 2019-2020 Biennial Budget,
4 Ordinance 18835, Section 84, Proviso P1.

5 WHEREAS, the 2019-2020 Biennial Budget, Ordinance 18835, Section 84,
6 Proviso P1, states that \$100,000 of that appropriation shall not be expended or
7 encumbered until the executive transmits a local services functions and facilities planning
8 report, and a motion acknowledging receipt of the report is passed by the council, and

9 WHEREAS, the King County executive transmitted to the council the Local
10 Services Functions and Facilities Planning Report, and

11 WHEREAS, the report was submitted to satisfy Proviso P1;

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

13 The council acknowledges receipt of the Local Services Functions and Facilities

14 Planning Report, which is Attachment A to this motion, required by Ordinance 18835,
15 Section 84, Proviso P1.
16

Motion 15485 was introduced on 7/10/2019 and passed by the Metropolitan King
County Council on 8/21/2019, by the following vote:

Yes: 9 - Mr. von Reichbauer, Mr. Gossett, Ms. Lambert, Mr. Dunn,
Mr. McDermott, Mr. Dembowski, Mr. Upthegrove, Ms. Kohl-Welles
and Ms. Balducci



KING COUNTY COUNCIL
KING COUNTY, WASHINGTON

Rod Dembowski, Chair

ATTEST:

Melani Pedroza, Clerk of the Council

Attachments: A. Local Services Function and Facilities Planning Report, dated June 2019

**Local Services
Functions and Facilities Planning Report**

Prepared in accordance with
Ordinance 18835, Section 84, Proviso P1

June 2019



**King County
Department of Local Services**

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Proviso Text

King County Ordinance 18835, Section 84, Proviso P1 requires the King County Executive to transmit a Local Services functions and facilities planning report and a motion that should acknowledge receipt of the report and reference the subject matter, the proviso's ordinance, ordinance section, and proviso number in both the title and body of the motion, and a motion acknowledging receipt of the report, to the Council.

Specifically, the ordinance requires the Local Services facilities planning report to include, but not be limited to, the following.

- A. A description of the functions within the department of local service, including the director's office, permitting division and road services division;
- B. A description of which of these functions are public facing, meaning that they provide direct service to customers;
- C. An evaluation of space in county-owned facilities available for the department of local services, either in part or in whole, to locate closer to unincorporated areas;
- D. An evaluation of space in facilities that are not owned by the county and are available for the department of local services, either in part or in whole, to locate closer to unincorporated areas;
- E. An evaluation of which public facing functions within the department should be located closer to unincorporated areas; and
- F. A recommended approach or approaches for the configuration of the department of local services to better to align its functions with facilities, and shall include consideration of at least the following criteria:
 1. Public-facing functions within the Department of Local Services should be near the customers that they serve;
 2. All department functions should be located near one another, excluding road maintenance crews;
 3. The forecasts for demand of the functions within the Department of Local Services and associated staffing and space needs;
 4. The costs of moves and subsequent operation in a new location or locations, should be kept to the minimum necessary;
 5. Functions that interface with each other, either within the Department of Local Services or between the Department of Local Services and other agencies, should be co-located to the extent practical in order to minimize the number of locations that customers must visit to complete their business with the county; and
 6. Functions that could be provided online should be.

This report addresses each requirement under a separate heading that corresponds to the particular requirement.

Executive Summary

Providing excellent customer service, enhancing customer engagement opportunities, and improving service to the residents who live in unincorporated King County are at the heart of the new King County Department of Executive Services (DLS).

This report investigates the relationship between Department of Local Services functions and customers, the benefits of relocation and other options to enhance communication, engagement, and outreach and improve service and access to King county services for unincorporated-area residents.

The conclusion of the analyses called for by the Proviso is that the cost of relocating the DLS Director's Office and administrative divisions from their current worksite in the King Street Center in Seattle offers marginal benefit to the residents of unincorporated King County compared to the costs of relocation. The presence of existing DLS offices and services throughout the county outside of downtown Seattle, focused efforts by DLS staff to engage with unincorporated residents in their home communities, along with increased costs of new space and significant loss of business and operational efficiencies due to lost adjacencies with King County government offices, are identified in this report as driving factors for the finding.

The department's leadership must be in touch with its customers—and, equally important, they must be visible and accessible to their employees in order to cultivate and demonstrate their commitment to creating a cohesive service delivery model and customer focused culture.

While physically locating all DLS staff closer to communities in unincorporated King County is one way to meet the objectives of this proviso and the original Council guidance on creating the Department ([Motion 15125](#)), it is important to recognize that key DLS functions and staff are already physically located close to unincorporated area communities. Those services and locations include:

Permitting Division

The division is entirely housed in a leased office space in Snoqualmie. Services provided include:

- Commercial and multi-family permits
- Single family and duplex permits
- Land use permits
- Fire permits
- Code enforcement
- Subarea planning

Local Services Functions and Facilities Planning Report

Road Services Division

The Road Services Division has a significant presence in the unincorporated area. There are six maintenance division shops distributed broadly to serve unincorporated King County.

- Renton – Maintenance headquarters campus
- Vashon Island
- Black Diamond
- Fall City
- Cadman
- Skykomish

From its headquarters campus and satellite facilities, Roads provides the following services:

- Roads maintenance
- Traffic operations
- Emergency response
- Roads 24/7 hotline (provided at Renton campus)
- Map and records center (provided at Renton campus)

Roads is organized to focus on key functions and skill sets that best meet the strategic plan goals of safety and regulatory compliance, and to ensure that the proper resources are available to respond to unplanned failures and emergencies.

To fulfill the requirements of the Proviso, DSL worked closely with the county’s Facilities Management Division (FMD) to conduct property surveys to identify potential sites for relocation of the Director’s Office and administrative divisions, both county-owned facilities and leased space. Table 1 summarizes the final site options assessed and the associated findings.

Table 1.

	Option A1 RENTON MOD. ^{1,2}	Option A2 RENTON ²	Option B SHOQUALMIE ³	Option C BLACKRIVER ³	Option D KING STREET ³
Proximity to All UKC Residents	HIGH ✓	HIGH ✓	MEDIUM	MEDIUM	MEDIUM
Proximity to Rural UKC Residents	MEDIUM	MEDIUM	MEDIUM	MEDIUM	MEDIUM
ESI, SCAP, Community Connection	LOW	LOW	LOW	LOW	HIGH ✓
Road/highway access	HIGH ✓	HIGH ✓	HIGH ✓	HIGH ✓	HIGH ✓
Facility Costs (Relocation Costs)	MEDIUM (\$0.9 - 1.1M)	HIGH (\$2.7 - 3.2M)	MEDIUM (\$1.3 - 1.6M)	HIGH (\$7.6 - 9.1M)	LOW (NO COST) ✓
Use of County Space	MEDIUM	MEDIUM	LOW	HIGH ✓	MEDIUM
Facility Rating	HIGH ✓	HIGH ✓	MEDIUM	HIGH ✓	HIGH ✓

Notes
¹ Purchase, permit, outfit and install modular office
² Director’s Office staff only
³ Director’s Office and Road Services King Street staff

Overview of Department of Local Services

On September 17, 2018, the King County Council established the Department of Local Services (DLS)¹. It was formed to:

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

King County is the local government services provider for the nearly quarter-million people who live in the unincorporated areas of King County, the areas outside of its 39 cities. Taken together, unincorporated King County would be the second-largest city in Washington state, larger than Spokane.

King County Executive Dow Constantine created the Local Services Initiative in the fall of 2017 to explore new and better ways to serve the people of unincorporated King County – in the rural areas as well as the major remaining urban unincorporated communities of East Federal Way, Fairwood and East Renton, North Highline, and West Hill. The initiative had three overarching objectives:

1. Reduce the cost and improve the quality of services delivered to the residents of Unincorporated King County.
2. Improve the responsiveness to local residents of local service providers.
3. Identify the barriers, internally and externally, to these improvements.

The lack of a single point of contact and accountability for unincorporated services resulted in poor customer service and service delivery. The old structure required residents to understand the multiple silos in King County's organization and then seek help from the appropriate silo.

Creating a new cabinet level department focused on the needs of Unincorporated King County provides residents with a single point of contact as opposed to a multiplicity of siloed service providers. Additionally, the existence of a single point of contact for local services provides

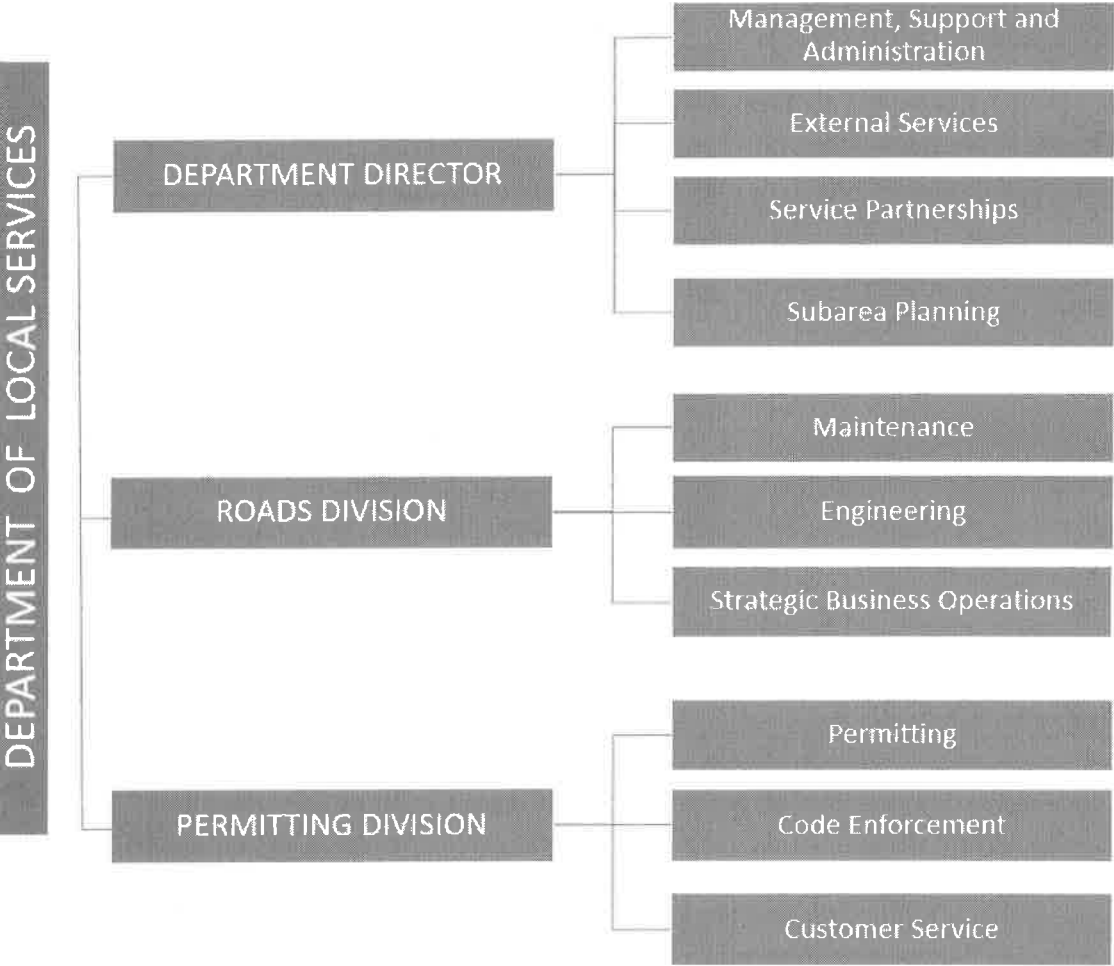
¹ [Ordinance 18791](#) - reorganizing county executive departments including establishing the Department of Local services.

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residents with a representative in regional policy and resource allocation conversations who focuses solely on unincorporated area residents.

The creation of a local services department also provides clarity to residents and the County’s regional partners about the County’s voice as a regional government and a coordinated local service provider.

King County Department of Local Services Organization

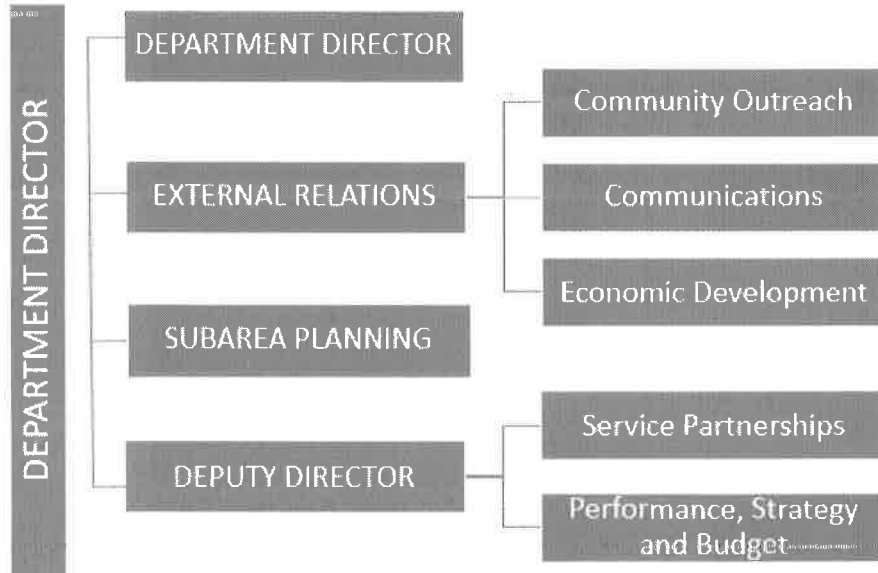


Report Requirements

A. Department of Local Services Functions

This section of the report describes the divisions, sections, and the functions of the Department of Local Services.

Director's Office



- **Department Director**

The Director's Office leads the department and is responsible for the successful execution of the duties and department responsibilities as described in [KCC 2.16.055](#). The Director ensures delivery of services to unincorporated area residents and execution of Executive and Council priorities. The Director's Office includes sections that provide centralized support for the department's other divisions, Road Services and Permitting, including strategic communications; community relations; media relations; customer service; performance, strategy, and budget; emergency preparedness; service partnerships; government relations; and overall department administration. The Director's Office oversees the department's government relations activities, leads equity and social justice and strategic climate action plan implementation for the department, and focuses on coordinating/leading continuous improvement initiatives for the department to become the best run local government.

The Director oversees community outreach, customer service, and communication through the External Relations section and manages service partnerships with other King County agencies. The 2019-20 adopted budget funded a new position to provide economic development assistance in unincorporated King County with a focus on those communities with the highest

need to achieve more equitable outcomes. The director is also actively involved in, and provides guidance and leadership to, regional and subarea planning efforts.

The Director is a member of the Executive's Cabinet, reporting to King County's Chief of Operations

- **External Relations**

The External Relations section of the Director's Office reports to the Director. The section has three functional areas: Community Outreach, Communications, and Economic Development.

One of DLS's priorities is expanding its presence in communities, growing the vital connection between unincorporated area residents and King County government and operations. This connection enables the voices of unincorporated area residents to be heard, provides for follow up on issues of importance to residents, and the tracking of work and performance. In partnership with King County Councilmembers, the Department's CSA program hosts at least 10 town hall meetings every year at locations throughout unincorporated King County.

- **Community Outreach:** In 2010, the King County Council sought a new approach for engaging with residents in unincorporated areas. Executive Constantine proposed creating a "robust public engagement program that informs, involves, and empowers people and communities." With guidance from the County's strategic plan, the county created seven Community Service Areas to represent all unincorporated residents and communities².

The External Relations Section significantly expands the role and function previously provided by the Community Service Area (CSA) team. As part of the reorganization and creation of the Department of Local Services, the CSA team has been augmented with staff focusing on communications and media relations, government relations, and economic development.

The expanded CSA function promotes strong public engagement that informs, involves, and empowers people and communities by:

- Expanding outreach and communication to a wide range of community organizations in unincorporated King County.
- Improving accessibility through enhanced online information via a DLS website that includes King County contact information, information on each Community Service Area, and each Community Service Area's work plan.
- Identifying a primary point of contact for each Community Service Area who will function as a liaison and provide King County information to residents.
- Providing Community Service Area Work Plans for each area that describe King County's goals for the area and ongoing services and projects in the area.
- Working with residents and organizations of each area to identify local issues.

² Map of Community Service Areas is available on the Department of Local Services [website](#)

- Holding Community Service Area-wide meetings, including an annual meeting, to introduce the area's work plan, build ongoing relationships with community members, give residents opportunities to meet with King County leaders, and address needs and issues in the area.

This group also manages the Community Engagement Grant Program³ (\$180,000 per biennium), funding community projects that offer unincorporated area residents opportunities to participate in, and be more connected with, their communities. To be funded, projects must demonstrate how their activities are accessible to all residents regardless of race, income, or language spoken.

- **Communications:** The Director's Office communications staff provides a wide range of communications and public affairs/media relations services to advance the Department's goals – internally and externally. Communications provides community relations and communications services to inform and involve local communities as the Department and its partners implement projects, services and policies. The community relations staff is also responsible for department-wide employee communications.

Communications also provides public affairs/media relations support to the Department. These include managing media relations; producing communication products, providing strategic public affairs direction, planning and execution for initiatives and activities, notifying the public of service disruptions/changes, producing news and training videos; and representing the department and divisions on a variety of interagency communications groups. Communications also manages the Department's web pages and social media presence.

- **Economic Development** The county's 2019-20 adopted budget includes a new economic development position in the Director's Office to provide strategic planning, coordination, and support for economic development activities in unincorporated areas of King County. This role will enable DLS to lead the advancement of innovative economic development programs and strategies that support increasing jobs and income for unincorporated areas residents. The work will initially focus on fostering successful new business ventures and supporting the expansion and retention of existing businesses. This new role and function will bring valuable insight, perspective, and energy to regional and subarea planning efforts associated with King County's Comprehensive Plan.

³ More information on the Community Engagement Grant Program including funding priorities and a list of grants awarded in 2019, can be found on the DLS [Website](#)

- **Subarea Planning**

Per KCC 2.16.055.D.1.b, DLS is responsible for “*managing the development and implementation of unincorporated subarea plans in coordination with the regional planning function in K.C.C. 2.16.025 and in accordance with the King County Comprehensive Plan and state Growth Management Act requirements*”.

In accordance with the Washington State Growth Management Act ([RCW 36.70A](#)), subarea plans are optional elements of a jurisdiction’s comprehensive plan. Per King County Code⁴, subarea plans are detailed local land use plans that implement, are consistent with, and are elements of the [King County Comprehensive Plan](#).

These plans contain specific policies, guidelines, and criteria to guide development and land use decisions in specific subareas of King County. Six of King County’s seven Community Service Areas and the five large unincorporated urban Potential Annexation Areas (PAAs) have—or are scheduled to have—their own subarea plan. Table 2 below depicts the current Council-approved schedule for subarea plan completion⁵.

Table 2.

Subarea Planning Schedule

ADOPTION	
YEAR	SUBAREA PLAN
2020	Skyway-West Hill Potential Annexation Area
2021	North Highline Potential Annexation Area
2022	Snoqualmie Valley/NE King Community Service Area
2023	No subarea plan; focus on Eight-Year Comprehensive Plan Update
2024	Greater Maple Valley/Cedar Community Service Area
2025	Fairwood Potential Annexation Area
2026	Bear Creek/Sammamish Community Service Area
2027	Southeast King County Community Service Area
2028	Four Creeks/Tiger Mountain Community Service Area
2029	East Renton Potential Annexation Area
2030	Federal Way Potential Annexation Area
2031	No subarea plan; focus on Eight-Year Comprehensive Plan Update

⁴ [KCC 20.02.60 Subarea Plan](#)

⁵ Subarea planning scheduled approved by King County Council in [Motion 15142](#)

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While the subareas differ in terms of boundaries, range of land uses, annexation issues, and more, using this accepted geography will ensure that the entire county receives some level of planning on a regular cycle. This planning will include a regular assessment of each subarea's goals, population changes, new development, employment targets, and similar demographic and socioeconomic indicators. To address the unique issues in each geography, subarea plans may also have more refined, cross-discipline, and localized focuses on rural town centers, urban neighborhoods, or corridor approaches.

Each subarea plan will be highly localized, with a strong commitment by King County to not use an "off-the-shelf" approach in their creation. To ensure consistency, some core topics will appear in every plan:

- Demographics
- Community vision for the subarea
- Elements mandated by the Growth Management Act
- Fiscal/CIP linkage to King County department budgets
- Public participation process
- Implementation strategy

In 2018 the King County Council adopted [Motion 15142](#), refining the subarea planning scope and standard work elements and defining the plan development process. The motion also recommended an increase in planning staff, adding two new planners. The Council funded this recommendation in the adopted 2019-20 budget.

In 2019, the Skyway-West Hill Subarea Plan will be completed and submitted. Per Council direction via [Ordinance 18835](#), Section 84, Proviso P5, this plan will include an equity impact analysis and community center feasibility study. In 2020, The North Highline Subarea Plan will be completed, and in 2021, the Snoqualmie Valley/Northeast King Community Service Area Subarea Plan will be completed, including a community center feasibility study.

- **Deputy Director**
 - **Service Partnerships**

In addition to providing direct service through its two divisions, the Department of Local Services is responsible for coordinating service delivery with King County partners and external agencies that deliver services in the county's unincorporated areas. This will be done through service partnership agreements.

Local Services Functions and Facilities Planning Report

The purpose of these agreements is to define the relationship, service level targets, and processes that will operationalize the policy intent of King County adopted [Motion 15125](#). The key elements of the agreement address the overall business need identified in the Service Partnership Steering Committee Charter. This need includes:

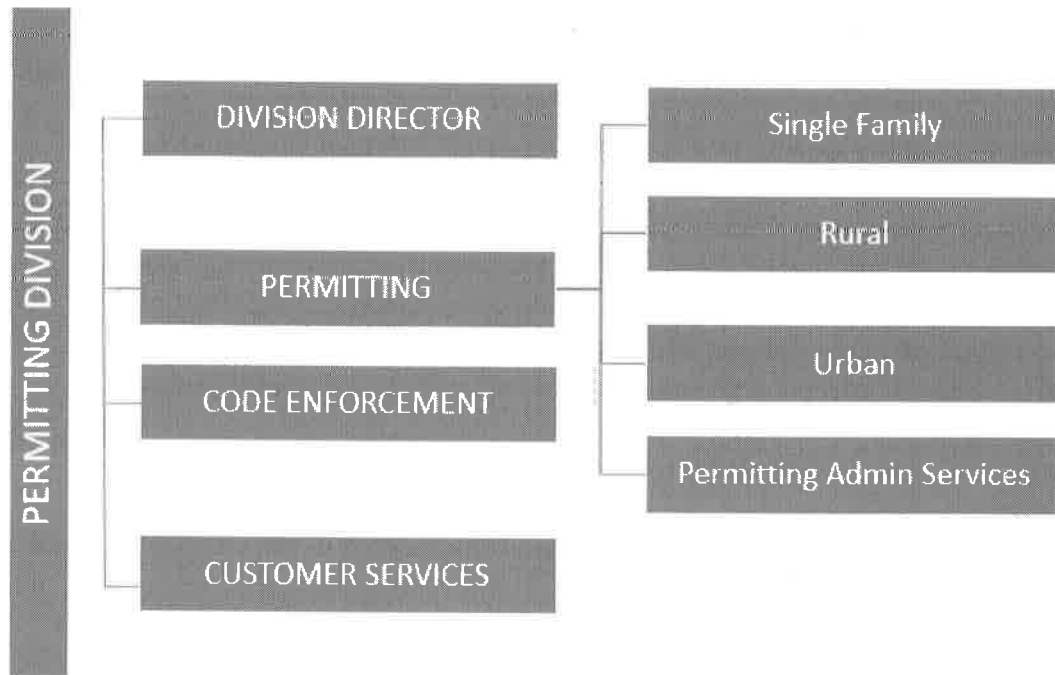
- Definition of the appropriate roles and responsibilities for the Department of Local Services and its partners
- Development and/or refinement of inter-departmental protocols and systems to support joint and shared accountability between the Department of Local Services and its partners for service delivery in unincorporated King County
- Coordination in the delivery of services to unincorporated King County and elimination of internal and external barriers to efficient and effective service delivery
- Improved coordinated communication with residents of unincorporated King County
- Improved measurable responsiveness and transparency in the provision of local services
- Coordinated data collection, reporting, and monitoring regarding the county's service delivery in unincorporated areas in a way that does not increase the cost of service

There are currently four Service Partnerships Agreements in effect with three King County agencies. Over the course of the 2019-20 biennium, Local Services will form agreements with the remaining service providers and begin providing data on the quality and quantity of services provided in each Community Service Area.

- **Performance Strategy and Budget**

The Deputy is responsible for department policy development, budget and finance, executing/implementing Executive and county priorities including Equity and Social Justice, Best Run Government, employee engagement and others. This section oversees division performance management and reporting, continuous improvement initiatives and provides a variety of administrative services including scheduling, correspondence, reporting and records management.

Permitting Division



The Permitting Division of the Department of Local Services has four sections: the Division Director’s office, Permitting, Code Enforcement, and Customer Services.

The Permitting Division is responsible for regulating and permitting all building and land use activity in unincorporated King County. The division receives authority and policy direction primarily from the Washington State Building Code ([RCW 19.27](#)), Shoreline Management Act ([RCW 90.58](#)), State Environmental Policy Act ([RCW 43.21.C](#)), Subdivision Regulations ([RCW 58.17](#)), and Growth Management Act ([RCW 36.70A](#)), and from King County Code.

- **Division Director**

The Permitting Division Director provides leadership for the division and is responsible for the successful execution of the duties and division responsibilities as described in [KCC 2.16.055.D](#). The Director delegates divisional responsibilities to qualified subordinates, supervises the senior management of the division, oversees the health of the Permitting fund and divisional budget, promotes Executive and Council initiatives and values and ensures compliance with executive and legislative mandates and policies.

- **Permitting Section**

The section manages the permitting process, providing support to applicants and issuing the following permits in unincorporated King County:

- Commercial and multi-family permits—new construction and additions/alterations to existing buildings, including commercial tenant improvements

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- Single family and duplex permits—new construction and additions/alterations to existing buildings, including detached garages, sprinkler systems, and mechanical systems
- Land use permits for clearing and grading, rezoning, right-of-way use, land division, and tree removal
- Fire permits for fireworks stands and displays, special events (fire safety) and installation and decommissioning of flammable liquid tanks such as propane/liquefied petroleum gas

Services provided during the permitting process include providing applicants with research, assistance, and guidance to help navigate entry into the process, offering pre-application meetings before applications are submitted, intake/acceptance of applications, plan review, inspections, and post-construction monitoring.

- **Code Enforcement Section**

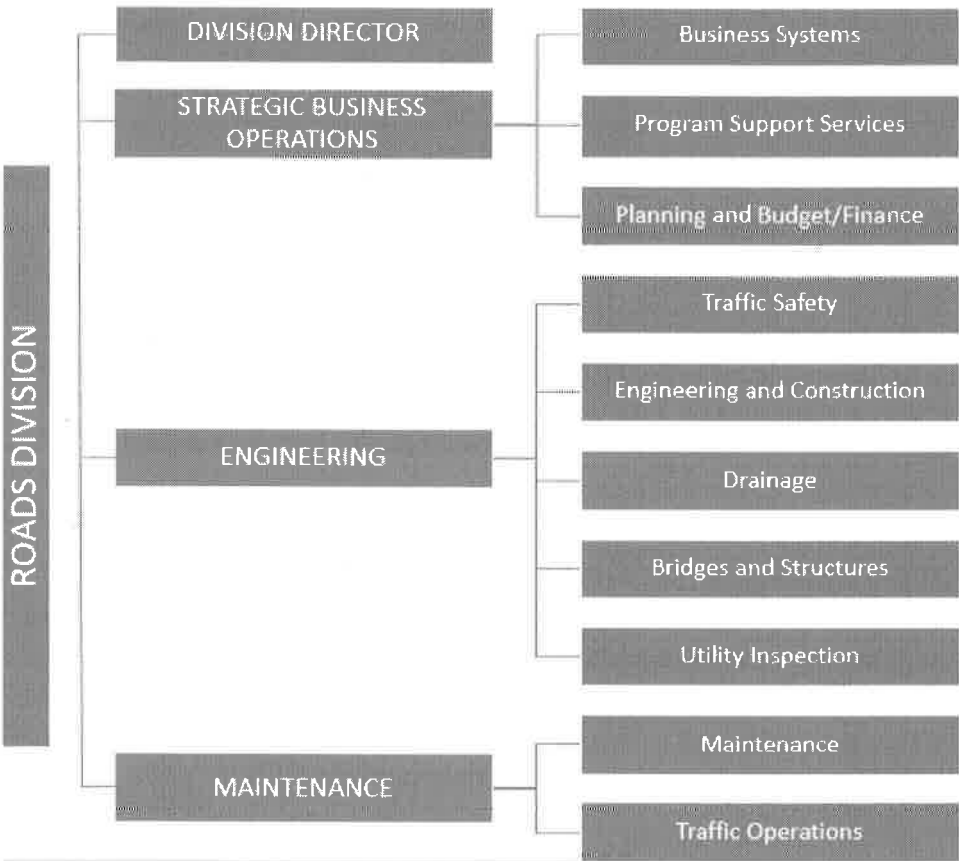
This section enforces building and land use regulations set forth in King County Code. Code enforcement officers investigate complaints of unlawful and hazardous development and uses on private property. Code Enforcement responds to reported code violations associated with zoning, housing and building, shorelines, and critical areas. The Code enforcement workload is almost entirely driven by resident complaints. There are typically 1,000 new cases opened each year. Code enforcement officers do not proactively survey the county looking for code violations.

Code enforcement officers manage complaint intake and investigation processes, conduct site/parcel investigations, and work in partnership with property owners to achieve compliance. Failing this, Code Enforcement represents King County through the Hearing Examiner process and, in some cases, works with the Prosecuting Attorney's Office on legal/civil action to reach compliance.

- **Customer Services Section**

Customer Services personnel provide direct customer support for permit applicants and public inquiries. They staff the permit counters where they provide administrative support, triage customer inquiries and permit related questions, intake permit applications and payments and generally support the permit process from end to end.

Road Services Division



The Road Services Division has four sections: the Division Director’s Office, Strategic and Business Operations, Engineering, and Maintenance.

This division is responsible for all county-owned roads, bridges, and related infrastructure in unincorporated King County. In this capacity the division must meet the road-related transportation needs of a very large and diverse service area.

The unincorporated-area road system owned and managed by Road Services includes the following asset inventory (numbers are approximate):

- 1,466 miles of roadways
- 182 bridges, including several that are jointly owned with cities
- Over 47,000 traffic control signs
- 80 traffic signals
- 114 miles of protective guardrail
- 54 traffic cameras
- 4.7 million feet of drainage ditches
- 3 million feet of drainage pipe

The county's many bridges are an integral part of the road system, as are other components such as sidewalks and pathways, bike lanes, guardrails, drainage and water quality facilities, traffic control equipment, and traffic cameras.

- **Division Director**

The Roads Division Director provides leadership for the division and is responsible for the successful execution of the duties and division responsibilities as described in [KCC 2.16.055.E](#). The Director delegates divisional responsibilities to qualified subordinates, supervises the senior management of the division, oversees the health of the Roads fund, divisional budget and capital program, promotes Executive and Council initiatives and values, and ensures compliance with executive and legislative mandates and policies as well as state and federal requirements and standards.

- **Strategic Business Operations Section**

This section provides most of the business and support functions for Road Services, including budget/finance, contracting, grants acquisition, management and administration, strategic and transportation planning, geographic information system (GIS) mapping, business systems management (such as Cityworks), communications and customer service, real property and right-of-way management, asset data collection, inspection of roads in new developments, maintenance/defect bond administration, road vacation processing, and records management. The section also leads the division's implementation of initiatives such as the Strategic Climate Action Plan, and best-run government activities such as performance measures and Lean continuous improvement.

- **Engineering Services Section**

This section provides engineering and technical support to facilitate capital project delivery, traffic safety, and the preservation, management, and maintenance of King County's road system infrastructure.

Engineering staff members also run Road Services' Traffic Management Center. This high-tech center is the hub for managing the county's—as well as certain contract cities'—traffic signals, cameras, and other traffic control equipment. The center depends on numerous complex fiber-optic and other hard-wired connections linked to field devices, city partners, the Washington State Department of Transportation, emergency operations centers and Metro Transit. It requires a dedicated server room with proper electrical, heating/cooling, power redundancy, and backup/failure systems.

The section has a development review engineer who reviews the traffic-related parts of development permit applications, including those for commercial, short-plat, and subdivision developments. This engineer spends approximately three days a week at the Local Services Department's Permitting Division office in Snoqualmie in order to coordinate with staff members and attend permit application meetings with customers or hearings as needed.

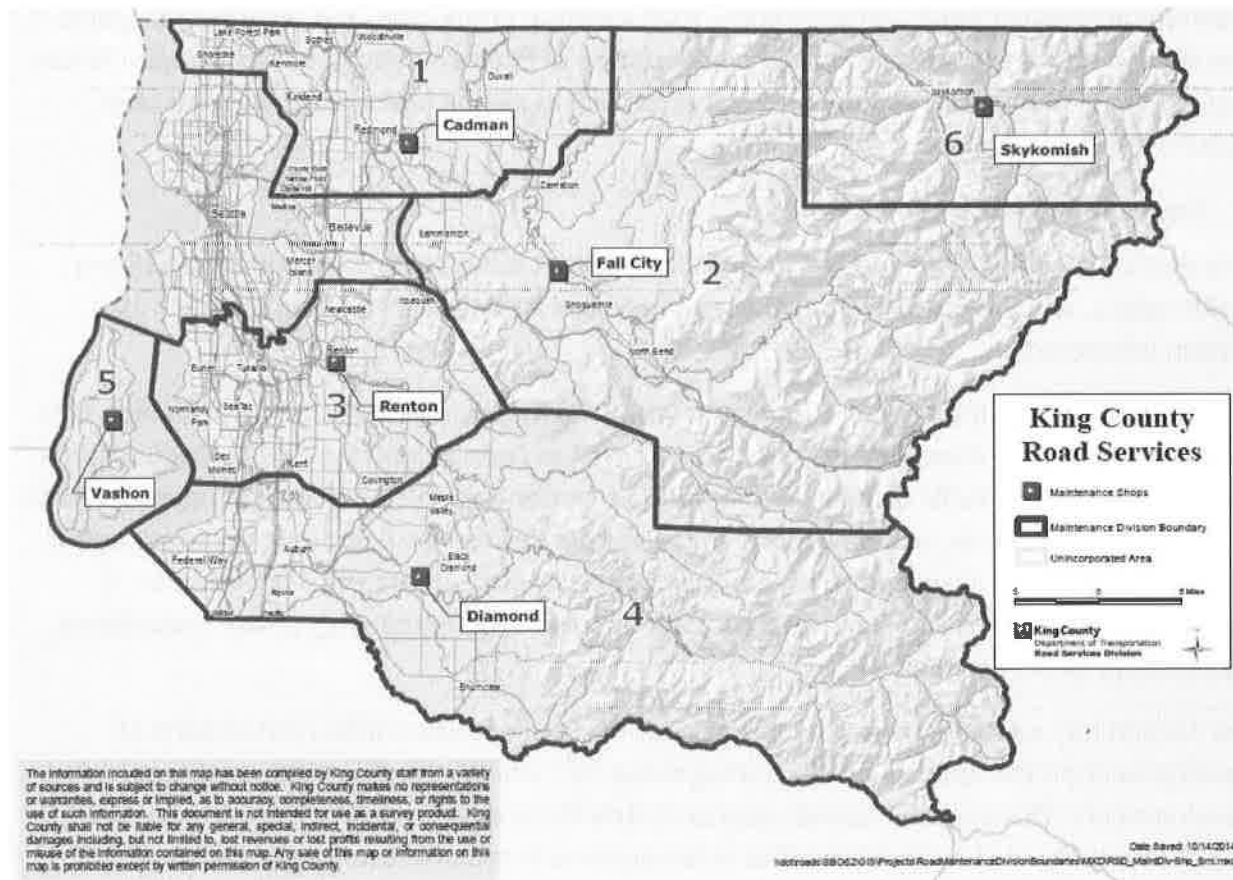
- **Maintenance Section**

This section is responsible for road maintenance, traffic operations, and emergency response. It also operates the division’s 24/7 Roads Helpline.

Routine and major maintenance functions include repair and restoration of roads, drainage systems, shoulders, and other assets in the King County right-of-way; removal of trees, vegetation, and debris that impacts roads; maintenance of signs, signals, guardrails, road striping, and other traffic control devices; bridge maintenance; and environmental and regulatory compliance for division activities and facilities.

Emergency response functions include sanding, plowing, and ice prevention on snowy or icy roads; removing downed trees and clearing other debris from heavy rains, flooding, and windstorms; managing road closures related to floods and other types of emergency; and completing storm repairs to roadways and roadside assets such as drainage systems, shoulders, and adjacent slopes.

Road Services has six maintenance division shops distributed broadly to serve unincorporated King County, including a maintenance headquarters campus in Renton (see map below).



B. Public Facing Functions

This section of the report addresses the functions of DLS providing direct services to customers.

Permitting Division

All of the primary functions of the Permitting Division are public facing, involving contact with customers or other affected parties. Every year, the division issues 5,000 new permits and code enforcement opens 1,000 new cases. Customers contact division staff members in various ways:

- **In person at Snoqualmie the office:** ask questions, receive guidance, submit permit applications, pay fees, attend meetings, and examine county records
- **By phone or email:** ask questions, check case or permit status, and schedule inspections
- **Online:** find permit or code information, submit applications, and pay fees
- **In the field:** construction inspections and site visits

The Permitting Division also provides office hours on Vashon Island one day per week to respond to resident inquiries.

The Permitting Division provides full-service customer experiences at its Snoqualmie office. At that location, customers work with staff members in person on permit issues, make payments, and access all permit services. Inspectors and enforcement officers are also housed in the Snoqualmie office. They spend time in the field conducting inspections and following up on resident input as well as in office conducting research, following up on community communications, and completing reports and other necessary office work.

The Permitting Division also offers online access to a growing list of its services through MyBuildingPermit.com the regional public permitting portal used by 16 cities in King County and by Snohomish County. Applicants can use the My Building Permit (MBP) portal to apply and pay for permits on-line, check approval status, and schedule inspections. S

Since subscribing in 2017, the Permitting Division has steadily migrated about 65% of its permits onto MBP, more than 3,500 per year, and is working to implement all the on-line capabilities of the portal. Customers have shown their approval, increasing their demand for permits offered on-line. Year to date, the most common permit type, home HVAC permits, have increased in volume by 50% since made available earlier this year on the MBP portal. Within the next year, the Permitting Division anticipates offering all of its residential building permits online.

Road Services Division

The Roads Services Division offers two key public-facing functions at its maintenance headquarters in Renton: the Roads Helpline and the Map and Records Center

The Roads Helpline takes in road-related services requests via phone and email and routes them to road crews for resolution. It operates 24 hours a day, seven days a week, and is always staffed by at least one employee. The Helpline location provides a service counter for in-person customers, with in-person assistance available during daytime business hours on weekdays. Helpline staff answer about 18,000 telephone calls and 1,500 emails per year, resulting in the creation of about 7,000 unique requests for service annually. The Helpline staff is made up of four FTEs and a pool of seven short-term, on-call temps who provide intermittent coverage for vacations and sick leave.

The Map and Records Center houses a physical collection of current and historical road-related maps, project plan sets, and other documents that Road Services makes available to the public, as required by state law ([RCW 36.80.040](#), [RCW 36.80.050](#) and [RCW 36.80.060](#)). Most of its services are provided via phone, email, and more than 31,000 electronic documents available online. The center's service counter, where customers can access maps, records, and other documents, receives about 12 in-person customer visits per year. Most requests are now made and fulfilled online using the Road Services web portal. The Center is staffed by three FTEs.

In addition to their public-facing work, Map and Records Center staff members also provide a wide range of internal records management, research, and public disclosure request support services for the division.

Adopt-A-Road, a litter-reduction partnership between volunteers and King County, is a popular, community-oriented program with about 145 volunteer groups across King County currently participating. Each group does an average of two road cleanups per year. The program coordinator is located at the Renton maintenance headquarters. Required volunteer safety kits are available for pickup at each of the six road maintenance shops located in various parts of the division's service area. Volunteer applications can be submitted online, and volunteer safety training is done via an online video.

Director's Office-External Relations and Subarea Planning

The Community Service Area and community outreach programs under the Director's Office External Relations team have extensive interaction with the public, planning and participating in more than 200 evening and weekend public meetings per year across all seven Community Service Areas. As noted earlier, the External Relations team has seven staff members, including Community Service Area liaisons; communications, community relations, and media relations staff; and, an economic development manager to support the Community Service Area program and outreach and engagement in the unincorporated areas. The CSA liaisons have regularly scheduled office hours one day a week at locations on Vashon Island and in White Center,

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Skyway, Four Creeks, and Snoqualmie Valley, where they are available to the public for general inquiries or attend and/or lead community meetings.

During regular business hours, Director's Office staff work in the office at King Street, where they attend meetings, and support Director's Office with oversight and delivery of Local Services programs and county activity in the unincorporated areas.

The subarea planning process involves extensive public outreach and involvement. Subarea Planning will have two or three land-use plans in various stages of development and adoption at any point in time. Development of these plans entails a year-long outreach process in Community Service Areas with public meetings, events, surveys, and a general presence in the community.

C. Space Evaluation: County Owned

This section outlines the approach and findings by DLS and Facilities Management Division (FMD) related to potential relocation of DLS as a whole or component units closer to unincorporated King County.

The Facilities Management Division (FMD), working with Department of Local Services staff, conducted evaluations of county-owned locations that are closer to the county's unincorporated areas than the department's current headquarters at the King Street Center in downtown Seattle. The assessment focused on the areas to the east and south of Seattle. The analysis included land that could potentially be built on and land with existing facility space.

To identify viable county-owned space alternatives, the DLS and FMD considered an array of factors, in addition to proximity to unincorporated areas, including zoning, access, and the ability for space expansion. Table 3 lists the sites identified for initial consideration.

Table 3.

County Owned Site Options

Option	Name	Address	City/Community	Description
1	Roads Renton – Site	155 Monroe Ave. NE	Renton/ Renton Highlands	Potential modular building north of Building H on the Road Services Renton campus.
2	Roads Renton – Site	155 Monroe Ave. NE	Renton/ Renton Highlands	Space available in Building H on the Road Services Renton campus. This building currently serves as a warehouse.
3	Blackriver Bldg.	900 Oakesdale Ave.	Renton/ Earlington	Space available on the second and third floors of the Blackriver Building.
4	Roads North Bend	47201 SE Middle Fork Rd.	North Bend	Potential building site at the Road Services North Bend material stockpile location. Siting a building here would require moving this stockpile to a new location.
5	Top Hat	206 SW 112th St.	White Center/ Top Hat	Potential building site at the Top Hat antenna site.

Initial Criteria

As a first step in exploring the criteria for potential new locations, the Department of Local Services determined that co-locating the Director’s Office at a site where Local Services staff members already have a presence, such as the Permitting office in Snoqualmie or Road Services maintenance facility in Renton, was a preliminary requirement. The basis of this requirement is maintenance or improvement of efficiencies such as limiting lost work time due to travel requirements; ensuring coordination and communication within the department and with other county agencies/partners; and, supporting the building of a cohesive and connected department through visible and accessible leadership.

When this preliminary criterion was applied, two sites came off the list—the Top Hat site in White Center and the North Bend site on SE Middle Fork Rd--as neither site currently has a Local Services employee presence⁶. Further, relocation to either of sites would reduce efficiency due to the increase the travel time for staff and leadership traveling between sites and to downtown Seattle, where the county government hub remains, including Council and Executive offices. The Top Hat site presented other challenges as well. It is a small site in a

⁶ Note on the Blackriver location: though this site does not currently have a Local Services presence, it remained on the list because it has enough vacant space to accommodate all Local Services staff currently at the King Street Center.

neighborhood zoned multifamily and a property segregation would likely be necessary to separate the Puget Sound Emergency Radio Network antenna on the parcel from the property that could be developed.

D. Space Evaluation: Non County Owned

FMD and DLS staff also reviewed potential leased space options as required by the Proviso. The DLS criteria to locate where the department already has a presence resulted in identification of leased properties available in Snoqualmie and Renton. The 2016 Real Property Asset Management Plan (RAMP), financial policies state a preference for King County agencies and facilities to own versus lease space⁷. Consistent with the RAMP Financial Policies, the leased space available in Renton was eliminated once it was determined there was sufficient space or land at the county owned Road Services Renton campus to accommodate the department's proposed occupancy scenarios for the site.

Facilities Management Division Real Estate staff members searched for leased properties in the Snoqualmie area near the Permitting Division office. DSL identified a site preference to be within walking distance from the Permitting office in order to foster communication and avoid the need/cost for transportation between sites. The search found a few properties available for lease, with one site within walking distance: 35300 SE Douglas Street, which is three blocks from the Permitting office. It is relevant to note that searching for leased space is dynamic depending on when a search is conducted.

Site Comparison Criteria

In the next evaluation phase, potential sites were rated using seven criteria mutually developed by the Facilities Management Division and the Department of Local Services, shown in Table 4. In addition, DLS outlined occupancy scenarios for each site, ranging from space only for the Local Services Director's Office (space for up to 17 staff) to relocating all Road Services Division and Director's Office staff currently housed at the King Street Center (space for up to 155 staff).

⁷ RAMP Financial policies 2.9.0 as adopted in [Ordinance 18428](#): "Over the long term, county ownership of its office space will be preferred to leasing; investments in leased office space will occur when there is an overall benefit to the public."

Table 4.

Evaluation Criteria

No.	Category	Criteria
1	Proximity to unincorporated King County residents	Proximity to the center of population for unincorporated King County ⁸
2	Proximity to rural unincorporated King County residents	Proximity to the center of population for rural areas unincorporated King County
3	ESJ, SCAP, and community connections	<ul style="list-style-type: none"> • Transit access • Proximity to a transit corridor • Frequency of bus service within one quarter of a mile • Proximity to urban/rural center
4	Road/highway access	<ul style="list-style-type: none"> • Proximity to a state highway • Proximity to a major arterial
5	Facility costs	<ul style="list-style-type: none"> • Ongoing operating costs • Capital costs: construction and improvements necessary for occupancy • How quickly the site could be occupied
6	Use of county space	<ul style="list-style-type: none"> • Does the scenario use a county-owned site or increase the county's footprint? • Does the scenario address county space needs from a county-wide scenario, making space available for other county agencies?
7	Facility rating	<ul style="list-style-type: none"> • Proximity to partner agencies • Flexibility for expansion and/or contraction • Parking availability • I-Net • Security • Environmental issues or concerns • Size • Availability for near term move • Accessibility (per ADA)

⁸ Centers of population for unincorporated King County and rural unincorporated King County were provided by the County demographer. A map and description can be found in the appendix A.

Project Costs

Relocation costs are driven primarily by the extent of capital investment required at each site including tenant improvements. These costs vary greatly between the options. Table 5 below shows cost range projections for each option. A more detailed analysis of costs for each option is contained in Appendix A.

FMD staff determined the space required for each scenario by multiplying the number of employees by a standard factor of 200 square feet per employee (unless the actual space dimensions varied). Furniture costs were calculated based using FMD standard factors.

The capital investment components for each cost scenario (design, utilities, project management, IT Costs, etc.) were calculated/evaluated by FMD Project Management Staff for thoroughness.

Shell/Core Costs for the Renton new modular building (scenario A1) were projected from a recent existing estimate for a similar modular building Roads staff had priced. FMD was able to leverage existing estimates Roads staff had developed for improvements to the “H” Building for scenario A2.

The Blackriver estimate (Scenario C) is based on FMD experience with the cost of the current AFIS project at Blackriver, adjusted for inflation. Costs include project management, IT costs, and furnishings. This scenario envisions the relocation of all Roads and Director’s staff from King Street. This would entail additional shell/core costs for the move of Traffic Management Center. Costs for the move of the Traffic Management Center were calculated by KCIT staff.

A 20% contingency was used for the two options at the Roads-Renton site (options A1 and A2) and for the Snoqualmie site (Option B).

All scenarios assumed a \$1,500/FTE move cost.

Delivery costs, sales tax and inflation factors were included when appropriate.

Table 5.

Relocation Cost Summary

	Option A1 RENTON MOD. ^{1,2}	Option A2 RENTON ²	Option B SNOQUALMIE ²	Option C BLACKRIVER ³	Option D KING STREET ³
Number of Employees	17	17	17	155	155
Square Footage	2,160	2,130	3,400	22,000	27,200
Relocation Cost – Low Range	\$900,000	\$2,700,000	\$1,300,000	\$7,600,000	NO COST
Relocation Cost – High Range	\$1,100,000	\$3,200,000	\$1,600,000	\$9,100,000	NO COST
<p>Notes</p> <p>¹ Purchase, permit, outfit and install modular office</p> <p>² Director’s Office staff only</p> <p>³ Director’s Office and Road Services King Street staff</p>					

Key Components

- Option A1 – Renton Modular Office Building: This option includes the purchase of a modular office building that has a 15-20-year life.
- Option A2 – Renton – Building H: the Road Services Map and Records Center, which is public facing, is also in this building.
- Option C – Blackriver: The Local Services Department would need to move to the second and third floors of the building, which is the currently available space.
- Option D – King Street: Costs are zero for tenant improvements because the space is already built out for the Director’s Office and Road Services.

Site Option Analysis

The final list of site alternatives was formed by combining the county-owned properties with the leased property options in Snoqualmie. As part of the analysis, Local Services staff also rated the current King Street Center location as a status quo option as a baseline to determine the impacts of moving staff from that location. Each site option accommodated different occupancy scenarios, with Options C and D able to accommodate all staff currently housed at the King Street Center.

Table 6 below is a summarized, high-level ranking of the alternatives. Scores for each criteria category were calculated and broad rankings of High, Medium, and Low assigned for each. For detailed criteria rankings, see Appendix A.

Table 6.

Summary – Site Option Analysis

	Option A1 RENTON MOD. ^{1,2}	Option A2 RENTON ²	Option B SNOQUALMIE ²	Option C BLACKRIVER ³	Option D KING STREET ³
Proximity to All UKC Residents	HIGH ✓	HIGH ✓	MEDIUM	MEDIUM	MEDIUM
Proximity to Rural UKC Residents	MEDIUM	MEDIUM	MEDIUM	MEDIUM	MEDIUM
ESJ, SCAP, Community Connection	LOW	LOW	LOW	LOW	HIGH ✓
Road/highway access	HIGH ✓	HIGH ✓	HIGH ✓	HIGH ✓	HIGH ✓
Facility Costs (Relocation Costs)	MEDIUM (\$0.9 - 1.1M)	HIGH (\$2.7 - 3.2M)	MEDIUM (\$1.3 - 1.6M)	HIGH (\$7.6 - 9.1M)	LOW (NO COST) ✓
Use of County Space	MEDIUM	MEDIUM	LOW	HIGH ✓	MEDIUM
Facility Rating	HIGH ✓	HIGH ✓	MEDIUM	HIGH ✓	HIGH ✓

Notes
¹ Purchase, permit, outfit and install modular office
² Director's Office staff only
³ Director's Office and Road Services King Street staff

E. Evaluation: Location of Public Facing Functions

This section assesses the public functions of the department, including which should be located closer to unincorporated areas.

Location of Public Facing Functions

The Department of Local Services has three primary public-facing functions, as outlined in Section B of this report: Permitting, Roads Services, and CSA, communications and sub area planning functions within the DLS Director's Office.

Permitting: The Permitting Division is an entirely public-facing function. Permitting is currently located in the unincorporated area and occupies a leased facility in Snoqualmie through 2022.

Road Services: The Road Services Division maintenance facility in Renton houses DLS staff who support the 24/7 Road Helpline, which provides in-person, s phone, and email support to residents of unincorporated King County. It is also home to the Maps and Records Center and the coordinator of the Adopt-A-Road program. As discussed in Section B, face-to-face interaction with customers is infrequent as customers mostly use online or phone options offered by Road Services for these two services. The maintenance facility is owned by King County and currently meets the needs of Road Services' maintenance staff, including these limited public-facing functions.

Road Services functions performed by staff at the King Street Center involve very limited interaction with the public. The Roads Services functions located at King Street include:

- Engineering and technical support for capital projects
- Traffic safety and traffic management center
- County road system infrastructure management
- Development permit support
- Roads Division management and administration

The Road Services service delivery model relies on a high level of integration between the division's work units, engineering disciplines, and management and support staff. Road Services staff at King Street Center coordinate extensively with partner agencies like the Department of Natural Resources and Parks, Department of Executive Services, Metro Transit, and the Office of Regional Planning for the delivery of services and projects.

Analysis finds that due to the high level of integration and inter/intra-agency dependencies, coupled with very limited public facing Roads Services performed by DLS at the King Street Center, partial relocation of Road Services staff or individual Road Services work units from the King Street Center to locations closer to unincorporated areas is not warranted. It is notable that one existing office building was identified in this study that could accommodate the relocation of the Road Services staff: the Blackriver facility in Renton/Earlington. The cost of relocating all Road Services staff members from the King Street Center to the Blackriver facility is estimated to be in the \$8-9 million range.

Director's Office: The Director's Office External Relations Section includes public-facing functions of the Community Service Area and community outreach programs. As expected, these functions have extensive interaction with the public, including planning for and attending more than 200 meetings per year across all seven Community Service Areas. The External Relations team has seven staff members, as described in Section B.

Since the creation of the new department on January 1, 2019 the Department of Local Services has hosted or attended more than 150 meetings in unincorporated area communities. The majority of these events are supported and/or attended by DLS External Relations staff, subject matter experts from the Department's divisions, the Director, other department and county leadership. These events largely take place in the evenings and on weekends to accommodate residents' work, school, and business schedules and maximize participation by community residents. In addition, as noted, CSA staff have regularly scheduled office hours one day a week at locations on Vashon Island and in White Center, Skyway, Four Creeks, and Snoqualmie Valley, where they are available to the public for general inquiries or attend and/or lead community meetings.

During regular business hours, Director's Office staff members conduct county business, work on Executive and Council issues and priorities, and leverage their relationships and proximity to service partners, agencies providing centralized support, Executive and Council staff, and others to work on Local Services issues and priorities.

Creation of a new department focused on service delivery and a customer-focused culture of excellence in the department are priorities for the director and department leadership in 2019-20. It's important for the director and his team be highly visible and available to the department's employees and to its service partners. Like Roads, Director's Office staff have a high level of integration and inter/intra-agency dependencies that rely on proximity to create efficiencies including span of control and direct communication. It is important that the Director's Office be in close proximity with at least one of its three major work units, Roads Maintenance in Renton; Permitting in Snoqualmie; or Roads Engineering and Administration at King Street.

As a result, and as discussed in Section C, only options that would locate the Director's Office in close proximity to other major units of the Department of Local Services work units were considered.

F. Recommended Approaches

This section outlines recommend approaches for configuring the department to better align functions and facilities.

The Department of Local Services is focused on service delivery and addressing the needs of residents of unincorporated King County. As outlined above, Department of Local Services staff and functions have significant presences in communities as well as leveraging proximity to

broader King County governmental functions through its headquarters at King Street Center. Recognizing the geographic diversity of unincorporated county communities, tracking the frequency of public contact and kind of interactions with the public led DLS to explore additional options beyond relocation that provide residents with increased access to Local Services staff and/or improve service in unincorporated King County.

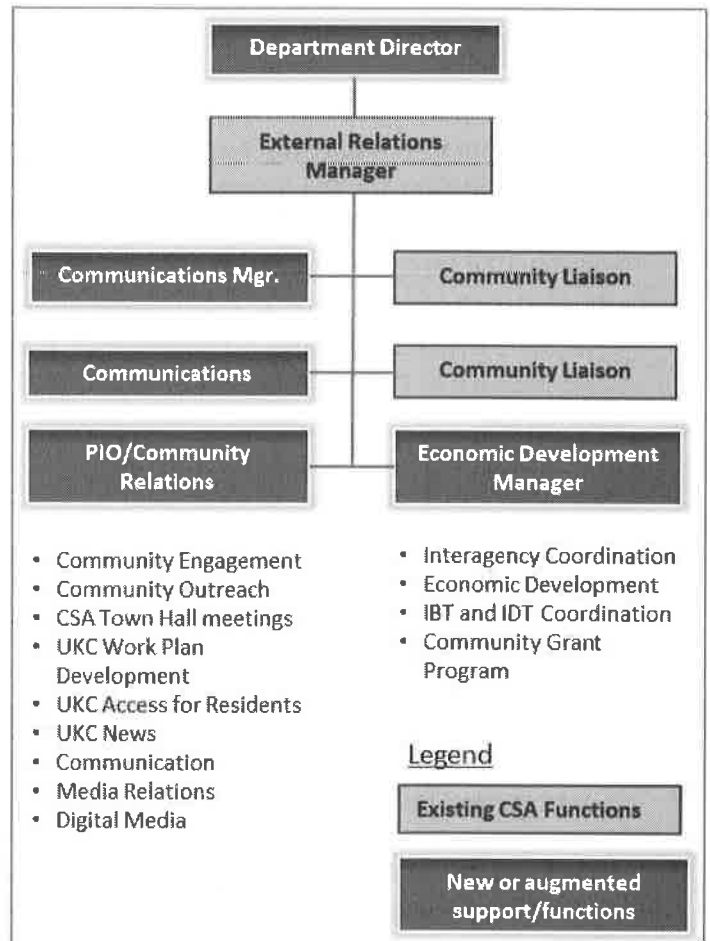
The proviso requires the consideration of forecasts for demand of the functions within the department and associated staffing and space needs. Both divisions are heavily reliant on the regional and local economy and are not projecting growth in their programs that might support expansion.

Below are an array of cost effective strategies that enable the Department of Local Services to better align its functions and facilities to be more visible and accessible to residents in unincorporated areas and, equally important, to department staff during the critical formative years of the new department. As the result of the department’s focus on putting the customer first, it is expected that these strategies will continue to evolve along with emergence of new strategies over the next several years.

Strategy 1: Growing Community Presence

Working with the Executive, the Council, and community representatives over the past year, the Department of Local Services Director’s Office focused on improving the department’s visibility and presence in the community, as well as improving its accessibility to residents and businesses. As noted, the new DLS organization augmented existing Community Service Area staff with three communications/media relations staff members, government relations support, and a new economic development manager. The department director actively leads this team of seven employees with a hands-on approach and spends a significant amount of time in the community. Since the inception of the new department, Local Services has seen a significant increase in its number of engagements and community interactions, as well as in the numbers of residents attending its events.

In the first four months of 2019, Local Services staffers participated in more than 150 public engagement or outreach events. These included



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regularly scheduled unincorporated-area council meetings, regular stakeholder organizational meetings, individual resident interviews, issues outreach activities, public forums, events to solicit and gather public comments, and community gatherings. Many of these events have seen more-robust turnouts due to increased advertising and messaging announcing these engagement opportunities and a more thoughtful approach to scheduling.

See Appendix A for more detail about the department's community outreach and engagement activities in the first four months of 2019.

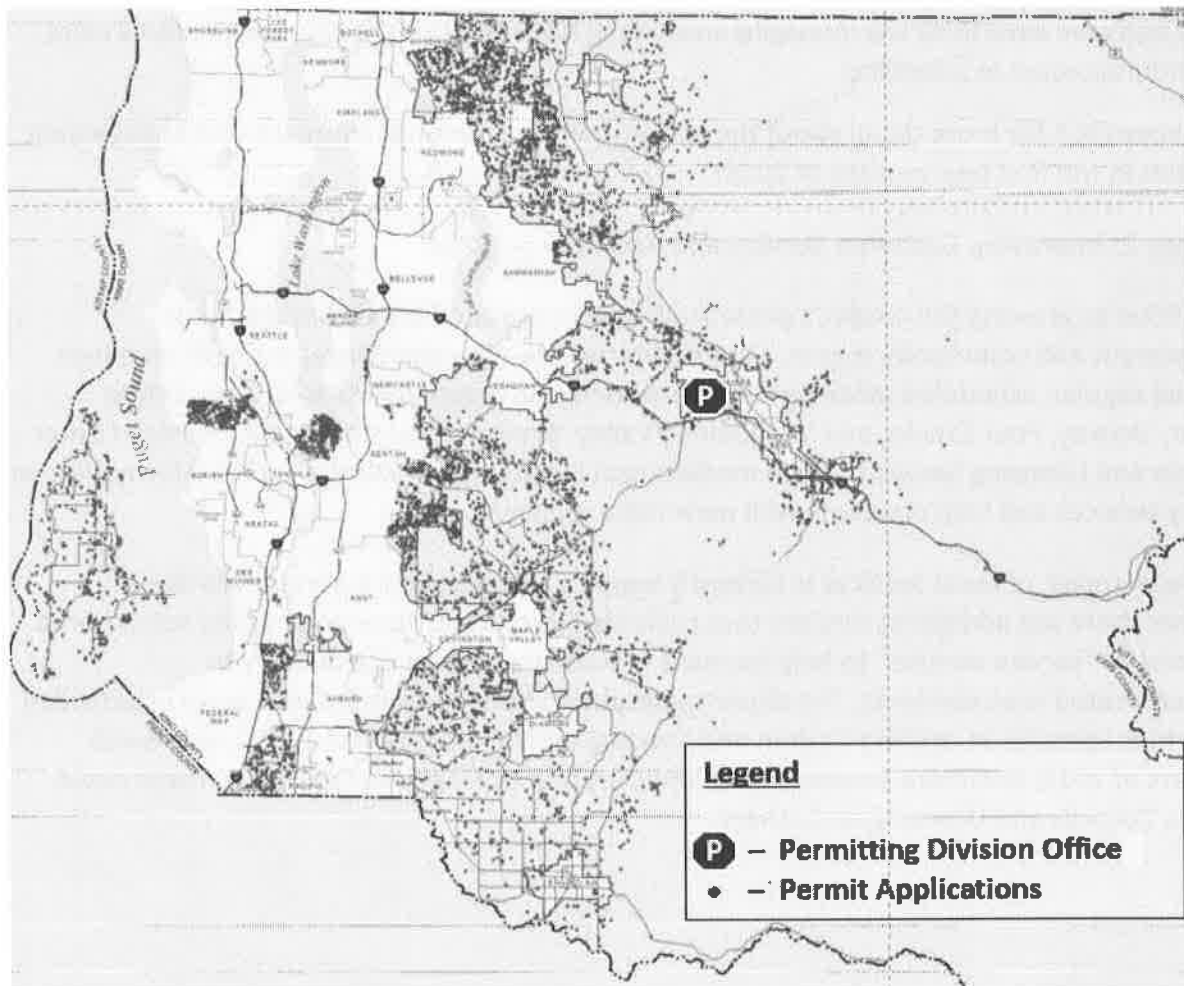
Strategy 2: Improving Customer Service and Access to Services

In addition to growing the county's presence in unincorporated areas through public engagement and community events, Community Service Area and Permitting staff members conduct regular, scheduled office hours each week in the communities at Vashon, White Center, Skyway, Four Creeks, and Snoqualmie Valley. Similar to the Community Service Center Records and Licensing Services (RALS) model, Local Services staff members offer information on county services and help residents with permitting questions.

The Department of Local Services is currently working with its service partners to identify whether there are additional services that could be provided at these community service area locations or "service centers" to help increase efficiencies and service delivery to unincorporated area residents. The department plans to pilot a range of new services provided by partner agencies at existing Vashon and Snoqualmie Valley sites in the third and fourth quarters of 2019, and more broadly across unincorporated King County in 2020. These could include Records and Licensing and others.

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Using 2018 data from the Permitting Division as one input, DLS is working to identify potential sites for future service centers.



The Department of Local Services is investigating possible sites for new service center locations, strategically placed in the unincorporated area. Work is underway with the department's service partners and communities to identify potential locations beyond existing sites and to investigate other services that could be provided in these new locations.

An example of this strategy sees DLS leveraging the existing space at the Permitting Division's offices in state location. The Permitting Division closes its offices to every Wednesday so that staff can catch up on permit processing and research, conduct planning meetings, and engage in other necessary county business. This creates an opportunity to use the customer counter space to provide access to other services. The Department of Local Services is working with its service partners to find opportunities to use this time and space to increase resident access to county services.

Also, Local Services External Relations staff members will launch a pilot program in the third quarter of 2019 to hold service hours at the Permitting office to address broader customer issues and provide county service information.

Strategy 3: Increasing Digital Access

As with all businesses and government service providers today, DLS customers are asking for more online access to information and services. Through Local Services and county websites and other electronic media, the Permitting and Road Services divisions and their service partners process permits, fees, and license applications; accept payments; provide road system information and travel time updates; and engage in continuous communication. The Department of Local Services has launched a new [website](#) that provides information and access to county services for our customers in unincorporated King County.

In the Permitting Division, customers in unincorporated King County, regardless of where they live, can increasingly use online tools and information instead of driving to the Permitting office or waiting for mail delivery. Online tools available via the division's website facilitate a wide range of services for customers, including submittal of code enforcement complaints, the majority of permit applications, fee payments, and inquiries about services. Permitting will continue to make staff members available in its office to work with customers face to face, while striving to offer more services online.

The primary online tool provided to permit applicants is [MyBuildingPermit.com](#), the regional public permitting portal used by 16 cities in King County and by Snohomish County. Applicants can use this portal to apply and pay for permits online, check approval status, and schedule inspections. Since subscribing in 2017, Permitting has steadily migrated about 65% of its permits—more than 3,500 per year—into the portal system, and is working to implement all the online capabilities of the portal.

Permitting customers have shown their approval for this tool by increasing their demand for permits offered online. Just this year, Permitting's most common permit type, home HVAC permits, increased in volume by 50 percent when made available on the MyBuildingPermit portal. Within the next year, Permitting anticipates offering all residential building permits online. Applicants who choose to meet with Permitting in the Snoqualmie office benefit too. More online permitting translates into smaller lines and shorter wait times for assistance in the lobby.

As part of the launch of the new department, a significant upgrade to the Permitting web pages was completed, and merged with Road Services Division webpages into the new Local Services Director's Office website. Through the end of April 2018, Local Services website traffic had 1.1 million page views, 332,000 unique page views, and a two-minute average time on each page. We also had an increase of 669 subscribers to our Unincorporated Area Newsletter for a total of 7,800 subscribers.

Typically, the Local Services webpages garner less than 10,000 page views on any given day. During the snow emergency in February 2019, Local Services traffic surged to over 100,000 visitors per day, with the majority checking Road Services traffic camera pages and alerts. This significant increase in website visitors demonstrates the importance of Local Services

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communication channels during events where public safety and road access are paramount concerns of residents.

Because many residents are increasingly corresponding directly with DLS via through social media, Local Services launched social media accounts on Instagram and Facebook platforms. The King County Local Services Instagram account has grown steadily, with more than 175 current followers and an average of 1.93 new subscribers per post. Local Services converted the previous Department of Transportation Facebook account and currently has 378 followers, of which 109 are new. The Road Services Division had existing Facebook and Twitter accounts that both have seen gains. Currently, Road Services has 343 Facebook followers and 2,199 Twitter followers—with its Twitter account gaining about 500 new followers this year. In addition, the Local Services general customer email inbox (AskLocalServices@kingcounty.gov) has received 174 external queries/comments since January 1.

Local Services communication staff members prepare weekly reports/summaries of all unincorporated media reports, community contacts, and outreach meetings and share them with the Executive, Council, and other elected officials to enhance awareness of community issues and increase opportunities to collaborate.

Strategy 4: Enhancing Customer Input Capabilities

The Department of Local Services is working to leverage every community meeting, customer contact, and service provider survey to enhance its knowledge of unincorporated King County resident needs and experiences. The department continues to seek resident input through point-of-contact surveys, event or meeting surveys, community interviews, and focus groups—especially when developing subarea plans, economic strategies, and project delivery in communities with identified equity and social justice issues.

In the fall of 2018, the department began evaluating its systems, processes, and standards supporting service delivery and customer contact. In late 2018, Local Services convened an intradepartmental group to begin identifying customer requirements and agency standards and to begin to map processes for customer contacts. The effort created an initial inventory and identified an off the shelf customer relationship management system as a viable solution to further explore. The Local Services Director's Office will pilot the system in the third quarter of 2019 for issue management capabilities, including relationship management. The pilot will also explore opportunities to receive and share information with other related systems already in use by other King County agencies.

Beginning in 2019 the department used a mobile phone based survey application to gauge community feedback, inform communication efforts, and improve service delivery. The department continues to look for opportunities and expand its use of technology to hear from customers and apply their feedback to DLS systems and services.

Strategy 5: Building a Department Focused on Customers

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Local Services employees are key to building and maintaining critical relationships, creating positive public experiences with the new department, and providing excellent services in unincorporated King County. A new management team is in place and collaborating with employees, customers, and service partners on process improvements, increasing accountability and transparency, and finding better ways to serve DLS customers. The department's leadership must be in touch with its customers—and, equally important, they must be visible and accessible to their employees in order to cultivate and demonstrate their commitments to continuous improvement.

In an effort to communicate county and agency goals, measures, and priorities more clearly and to help employees understand how their work contributes to the broader goals of King County, Executive leadership has established a structured, standardized process for senior leadership, departments, and divisions to align priorities, improve coordination and transparency using an "Implementation Planning" process.

Working with its divisions, employees, and service partners, and the Executive Office, Local Services has developed a 2019 management plan outlining its priorities and actions to achieve those priorities. The plan assigns responsibility for completing actions, outlines expected outcomes, and identifies implementation milestones. Plan implementation progress is monitored and measured regularly at the department and division level and by Executive staff. Priorities and actions come from a variety of sources, including:

- Division business plans
- Equity and Social Justice Strategic Plan
- Countywide Comprehensive Plan
- Strategic Climate Action Plan
- Lean Maturity Model
- Investing in YOU

The Department of Local Services' plans include actions to improve service delivery, meet council mandates, create a culture of continuous improvement, and focus on engaging employees in creating the best run local government.

Strategy 6: Leveraging County Resources

In 2019, as part of the service partnership initiative, the department launched a county-wide work group with representatives from each county agency serving the unincorporated area. The work group coordinates outreach, identifies communication gaps, and collaborates on outreach opportunities as well as service delivery in unincorporated King County. The group meets monthly in the King Street Center.

The department's service partnership agreements with county agencies providing service in unincorporated King County were developed to improve accountability and transparency in the delivery of service. The agreements emphasize communication and are already paying dividends with increased coordination of service delivery, messaging, and communication with

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residents and communities in the unincorporated areas. This year, for the first time, DLS will be sharing service delivery performance information with the residents at Community Service Area and other meetings.

Conclusion

Local Services and staff from the Facilities Management Division worked closely together to identify suitable sites to accommodate potential relocation of DLS staff per the direction of the proviso. Subject matter experts including the County demographer, Metro Transit planners, Regional Planning staff, Facilities Management Division, and Local Services staff from Roads, Permitting and the Director's Office assisted in the research and analysis of the options.

The resulting analysis finds that relocation of all or part of DLS from the King Street Center would require a significant investment of funds with minimal beneficial impact to residents of unincorporated King County. As documented in this report, DLS staff currently have a significant and growing presence in the unincorporated areas. Relocation costs for DLS range from \$1-9 million to pay for facility improvements necessary to accommodate DLS staff.

Because focusing on the needs of unincorporated residents is an ongoing priority, Local Services continues to evaluate sites and services to augment service delivery. Options include expanding service centers in unincorporated areas, potential consolidation of Local Services at the Road Services Renton maintenance facility, or construction of new county-owned facilities or a long-term lease where the Department of Local Services could act as an anchor tenant in one of the unincorporated-area communities. Each of these options require further analysis, including a thorough cost-benefit analysis.

At the time of transmittal of this report, the new Department of Local Services will have been in existence for six months. While tremendous progress has been made during this time, the new department is still evolving with strategies and actions continuing to emerge to create the best run local government. Much progress has been made: key vacancies have been filled, new ways to enhance customer outreach are in place, and the foundation for a new customer-focused service delivery approach continues to unfold. Ultimately, new opportunities to create an expanded physical presence of DLS in unincorporated King County could emerge.

Appendix A

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DLS RELOCATION OPTIONS - RATING MATRIX

DLS RELOCATION OPTIONS - RATING MATRIX					SCENARIO A1 ROADS-RENTON	SCENARIO A2 ROADS-RENTON	SCENARIO B SNOQUALMIE	SCENARIO C BLACK RIVER	SCENARIO D KING STREET CENTER
CATEGORY	POSSIBLE POINTS FOR CATEGORY	CRITERIA	RATING		DO only 14 staff	DO only 14 staff	DO only 14 staff	DO + Roads 155 Staff	DO + Roads 155 Staff
PROXIMITY TO UKC RESIDENTS	40	Center of Un-inc King County (Is this site centrally located so that DLS is able to serve Unincorporated King County)	high = < 5 miles from center med = > 5 but < 20 miles from center low = > 20 miles from center	high = 20 med = 10 low = 0	20	20	10	10	10
		Center of Rural Un-inc King County (Is this site centrally located to the Rural areas of Uninc. King County)	high = < 5 miles from center med = > 5 but < 20 miles from center low = > 20 miles from center	high = 20 med = 10 low = 0	10	10	10	10	10
ESJ, SCAP, COMMUNITY CONNECTION	60	Transit Accessibility (Is there transit available to the site.)	high = Transit to site med = transit within 1/4 mile low = transit more than 1/4 mile away	high = 10 med = 5 low = 0	0	0	0	0	10
		Frequency of bus service within 1/4 mile	4 per hours = high 2 per hour = med 1 or less per hour = low	high = 10 med = 5 low = 0	0	0	0	0	10
		Proximity to transit corridor (Is the site near a major transit corridor with buses trains etc.)	high = Multiple buses/trains within 1/4 mile low = multiple buses/trains more than 1/4 mile away	high = 10 low = 0	0	0	0	0	10
		Average employee commute distance stays the same	high = less commute distance med = commute distance stays the same low = commute distance increases	high = 10 med = 5 low = 0	5	5	0	5	5
		Walkability Index	high = 75 or greater med = 50 - 75 low = < 50	high = 10 med = 5 low = 0	0	0	5	0	10
		Proximity to an urban growth center or rural town center	high = < 1/4 mile med = > 1/4 but < 2 miles low = > 2 miles	high = 10 med = 5 low = 0	5	5	0	5	0

Local Services Functions and Facilities Planning Report

DLS RELOCATION OPTIONS - RATING MATRIX

CATEGORY	POSSIBLE POINTS FOR CATEGORY	CRITERIA	RATING	SCENARIO A1	SCENARIO A2	SCENARIO B	SCENARIO C	SCENARIO D	
				ROADS-RENTON	ROADS-RENTON	SNOQUALMIE	BLACK RIVER	KING STREET CENTER	
				DO only 14 staff	DO only 14 staff	DO only 14 staff	DO + Roads 155 Staff	DO + Roads 155 Staff	
ROAD/HIGHWAY ACCESS	20	Proximity to state hwy	high = < 1/2 mile med = >1/2 but < 2 miles low = > 2 miles	high = 10 med = 5 low = 0	10	10	10	10	10
		Proximity to major arterial	high = < 1/4 mile med = >1/4 but < 2 miles low = > 2 miles	high = 10 med = 3 low = 1	10	10	10	10	10
COST	50	On-going operating costs (includes rent, utilities, custodial, parking)	high = reduction in current operating med = no change to current operating low = increase to current operating budget	high = 20 med = 10 low = 0	10	10	0	10	10
		Capital Improvement cost (tenant improvements such as cubicles, work stations, service counter, conference rooms etc.)	high = > \$2 million med = \$0.5 million to \$2 million low = < \$0.5 million	high = 0 med = 10 low = 20	10	0	10	0	20
		Implementation and timing (how fast could the space be up and running)	high = < 1 year low = > 1 year	high = 10 low = 0	10	10	10	10	10
USE OF COUNTY SPACE	30	Uses existing county space or adds square footage to the county footprint	high = uses existing county owned space low = requires new lease of building more space	high = 15 low = 0	15	15	0	15	15
		Accommodates County-wide plan of equitable and efficient use of space - making space available for other county use	high = relocates > 100 FTE from downtown med = relocates > 50 < 100 FTE from downtown low = relocates < 50 FTE from downtown	high = 15 med = 10 low = 5	5	5	5	15	5

Local Services Functions and Facilities Planning Report

DLS RELOCATION OPTIONS - RATING MATRIX

DLS RELOCATION OPTIONS - RATING MATRIX					SCENARIO A1 ROADS-RENTON	SCENARIO A2 ROADS-RENTON	SCENARIO B SNOQUALMIE	SCENARIO C BLACK RIVER	SCENARIO D KING STREET CENTER
CATEGORY	POSSIBLE POINTS FOR CATEGORY	CRITERIA	RATING		DO only 14 staff	DO only 14 staff	DO only 14 staff	DO + Roads 155 Staff	DO + Roads 155 Staff
FACILITY RATING	80	Proximity to county partners (non DLS)	high = same location med = walking distance low = need vehicle	high = 10 med = 5 low = 0	0	0	0	5	10
		Flexibility for expansion/contraction	yes no	yes = 5 no = 2	5	5	2	5	2
		Environmental issues or concerns	yes no	yes = -10 no = 10	10	10	10	10	10
		Vehicles parking - for customers, fleet cars, staff?	high = meets needs of customers and staff med = meets needs of customers low = does not meet needs	high = 10 med = 5 low = 0	10	10	10	10	10
		Technology - i-net	high = currently available med = < \$100,000 to install low = > \$100,000 to install	high = 10 med = 5 low = 0	10	10	5	10	10
		Security (good lighting and key cards)	high = good lighting & key card access med = some security low = nothing presently on site	high = 10 med = 5 low = 0	10	10	5	10	10
		Sized appropriately for scenario	yes no	yes = 10 no = -10	10	10	10	10	10
		Access to services	yes no	yes = 5 no = 0	5	5	5	0	5
		Currently available	yes no	yes = 5 no = 0	5	5	5	5	5
		Accessibility - ADA accessible	yes no	yes = 5 no = 0	5	5	5	5	5
total	280			180	170	127	170	222	

Local Services Functions and Facilities Planning Report

Department of Local Services Move Scenario Costs					
SITE ADDRESS	ROADS-RENTON - Option A1 155 MONROE AVE NE, RENTON	ROADS-RENTON - Option A2 155 MONROE AVE NE, RENTON	SNOQUALMIE - Option B 35300 SE DOUGLAS ST.	Blackriver - Option C 900 OAKESDALE AVE, RENTON	King Street Center - Option D 201 South Jackson, SEATTLE
Building Type	New Modular Building	Warehouse Converted to Office		OFFICE	OFFICE
OWNED OR LEASED	OWNED	OWNED	NEW LEASE	OWNED	OWNED
ZONING	INDUSTRIAL LAND	INDUSTRIAL LAND	MIXED USE	COMMERCIAL	COMMERCIAL
Employees	17	17	17	155	155
Square Feet	2,160	2,130	3,400	22,000	27,200
Shell/Core Costs	287,760	1,515,150	748,000	5,917,560	
Traffic Management Center Move	-	-	-	1,400,000	
Design and Permits	60,000	250,000	20,000	-	
Water and Sewer	50,000	-	-	-	
Project Management	60,000	200,000	50,000	-	
IT costs	85,000	85,000	85,000	-	
Furnishings	164,710	164,710	164,710	-	
Move Costs	25,500	25,500	25,500	232,500	
Sub-total	735,147	2,242,507	1,096,627	7,572,215	
Contingency (20%)	147,029	448,501	219,325		
Total- Low Range Est.	882,176	2,691,008	1,315,952	7,572,215	
Total High Range Est.	1,058,611	3,229,210	1,579,142	9,086,658	

Blackriver sq foot availability:

There are currently 2 1/2 floors available. Each 1/2 floor is 11,000 sq ft
 In addition if HU does not move in another 4,900 square feet will be available on the 1st floor
 The 1/2 of the 2nd floor assigned to AFIS for office space will have 65 staff
 The 1/2 of the 3rd floor currently occupied by the Assessor accommodates 79 staff
 It is possible that all 155 Roads and DLS director's office staff could fit in 22,000 sq ft.
 Note - Blackriver estimate based on current FMD activity. The "Shell/Core Costs" category includes costs for :
 Traffic Management Center Move

DLS – PUBLIC OUTREACH

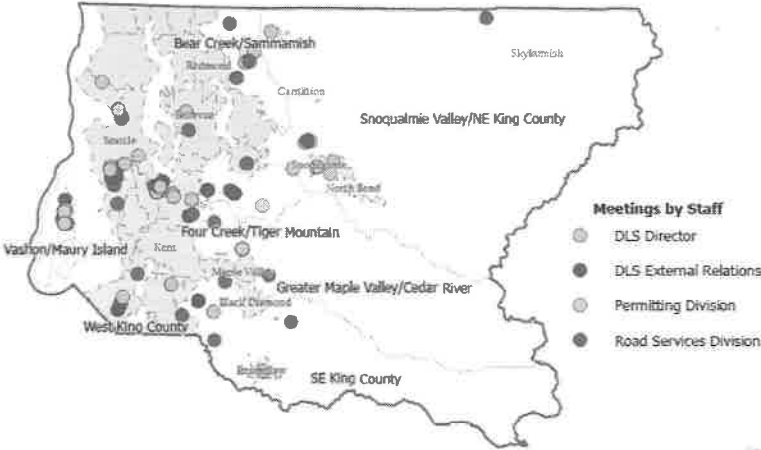
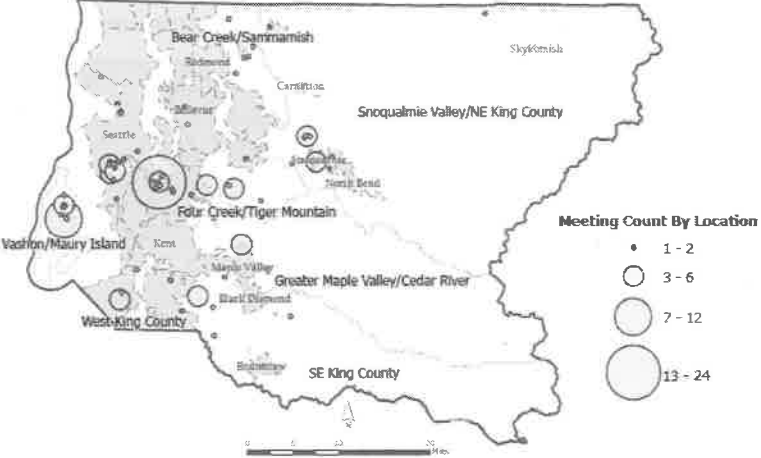
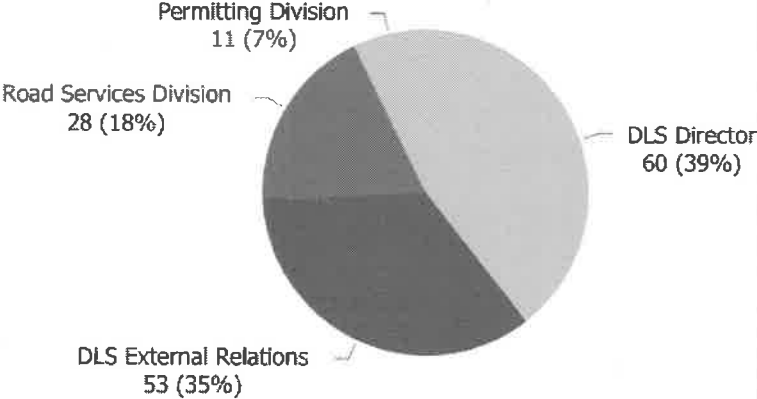
(Includes contacts through April 31, 2019)

Community Outreach and Engagement



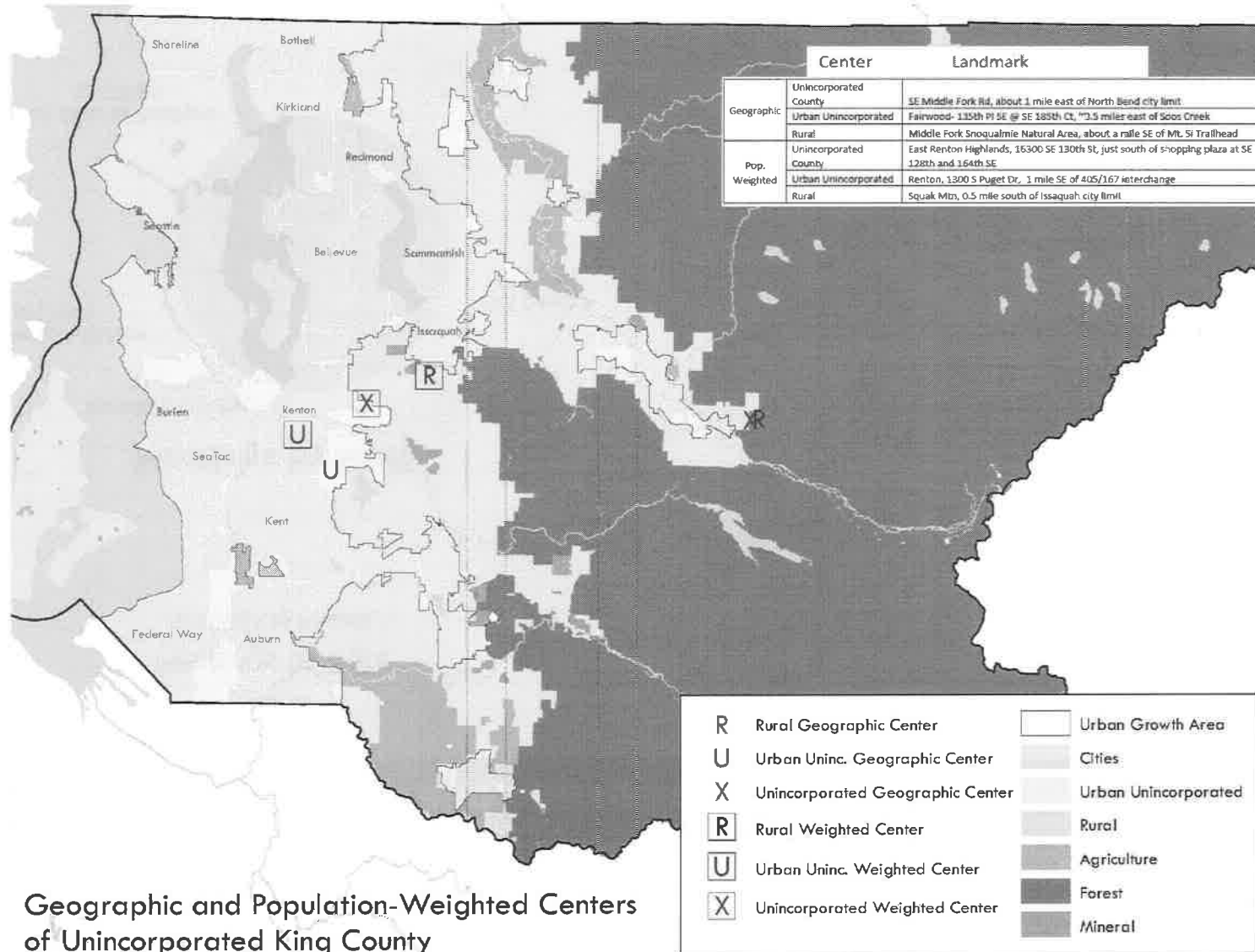
152
Meetings to Date
1/1/2019 to Present

Meetings by Staff



CENTERS OF UNINCORPORATED KING COUNTY

(Prepared by King County Demographer)



Geographic and Population-Weighted Centers of Unincorporated King County