



Service Partnership Agreements

DES-RASKC Agreement (version 7.0)

This is an agreement between the Department of Local Services (**DLS**) and the Department of Executive Services' **Regional Animal Services of King County Division (DES- RASKC)** that defines the service expectations, performance monitoring and collaborative working relationship of the parties for a two-year period, beginning on **January 1, 2019**.

1 Purpose of this Agreement

The purpose of Service Partnership Agreements (SPAs) 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, which include:

- Definition of the appropriate roles and responsibilities for **DES-RASKC** and **DLS**,
- Development and/or refinement of inter-departmental protocols and systems to support the joint and shared accountability between **DLS** and **DES-RASKC** for service delivery in Unincorporated King County (UKC)
- Maximizing the coordination in the delivery of services to UKC and the elimination of internal and external barriers to efficient and effective service delivery
- Improving coordinated communication with UKC residents
- Improving measurable responsiveness and transparency in the provision of local services
- Coordinating data collection, reporting and monitoring of service delivery commitments in UKC in a manner that does not increase cost of service

This is a policy-level agreement that defines how **DLS** and **DES-RASKC** will collaborate on a range of activities during the 2019-20 Biennial Budget period that will advance King County Policies associated with services delivered in UKC. The agreement is organized into the following major sections.

- Policy Context for the Agreement
- Affected Programs, Services and Facilities
- Activities to Advance King County Policy in UKC
- Performance Tracking and Monitoring
- LSI implementation
- Communications
- Government Relations
- Shared Accountability

2 Policy Context

King County is the local service provider for the quarter-million people who live in the unincorporated areas. Creating a new department that is solely dedicated to improving local services and planning for the future would offer residents a forum to elevate their ideas, needs, and concerns to a cabinet level central point of contact dedicated to helping them navigate the existing web of departments, divisions and programs. It could also bring them to the table with business, labor, elected officials, other service providers, and stakeholders as we work together to improve service and set the foundation for a sustainable future in unincorporated King County.

The proposed department of local services would provide a single, focused point of accountability that has not previously existed on the Executive side of County government. It would work closely with members of the County Council who represent these urban and rural unincorporated areas to improve the way we provide direct and contracted services, including roads, public safety, clean water, and access to opportunity.

With its focus on broadly serving the needs of residents and businesses in the UKC, the new department has a unique role among King County service providers. It is directly responsible for delivering road and permitting services in the UKC and, through its service partnership agreements, it is jointly responsible for services delivered by other King County Departments. As a result, **DLS** will be able to bring a cross-departmental perspective to a range of operational and policy issues in the UKC. This approach will be particularly valuable in advancing the King County Executives Priorities:

- Best Run Government– including Lean, continuous improvement
- Equity and Social Justice
- Climate Change
- Regional Mobility

In addition, the Department of Local Services will be ideally positioned to advance broader King County Policy Goals that are specifically related to UKC, including working to:

- Improve fiscal sustainability of King County services, including pursuing innovative funding strategies
- Provide predictable, reliable, and high-quality local services
- Monitor UKC resident and business access to KC regional services
- Work toward transitioning the urban UKC to city governance
- Ensure delivery of an appropriate level of service in rural UKC
- Implement Comp Plan policies to protect and enhance rural character and resource lands
- Support development and implementation of local subarea community plans to ensure strong unincorporated communities
- Support and enhance the economic development potential of both urban and rural UKC
- Ensure UKC a place at the table for King County and regional policy decisions

As envisioned in the policy guidance to form the new department, **DLS** is expected to use two principal mechanisms to advance King County policy in UKC:

1. **DLS** is the direct service provider for the services that are exclusively provided in UKC (Roads and DPER)
2. Partnering with other King County service providers that deliver services in UKC

2.1 Definition of Principal Roles of the Parties

Based on the policy intent described above, the general roles of the respective parties to this agreement are as follows:

- **DLS** has the following responsibilities: (1) to monitor and report on the services delivered in UKC, including progress related to King County Executive Priorities; (2) to be the focused point of accountability ensuring that UKC residents and businesses are receiving the expected services; (3) to advance broader King County goals and policies for UKC; and, (4) to represent the interests of UKC within King County, with other jurisdictions, service providers and regional policy and planning organizations.

- **DES-RASKC** has the following responsibilities: (1) to deliver efficient and effective animal services in UKC; (2) to work with **DLS** to ensure UKC residents and businesses are getting the expected animal services; and, (3) incorporate, wherever practical, broader King County goals and policies for UKC into planning, programming and delivery of animal services to UKC.

2.2 Desired Outcomes

DLS and **DES-RASKC** agree to work collaboratively toward the implementation of the policy goals discussed above. Further it is the intent of the parties to use this new UKC initiative to collectively work toward the following outcomes:

- Ensure programs, services, facilities, plans and investments are consistent with KC policy and KC Comprehensive Plan Policies for UKC
- Work collaboratively to maximize opportunities to advance King County Executive Priorities, with a particular focus on Best Run Government – continuous improvement, Equity and Social Justice and Climate Change
- Foster open communication with staff, elected officials, community and stakeholders
- Proactively address issues where UKC/CSA interests may not be clear, or perhaps inconsistent with countywide policies or the operational objectives of **DES-RASKC**
- Effective peer-to-peer accountability framework where difficult or sensitive issues can be addressed in a thoughtful and deliberative process

Toward this end, **DLS** and **DES-RASKC** agree to collaborate on –

- Performance tracking and monitoring (“**Backward looking**”)
- Strategies to advance KC policy in UKC (“**Forward looking**”) that:
 - Enhance efficiency and effectiveness of service delivery
 - Improve fiscal sustainability of services
 - Implement Comprehensive Plan Policies.

2.3 Clarity of Roles and Responsibilities

To ensure collaboration and project success, it is crucial that roles and responsibilities are well defined and clear to all key staff that will be engaged in this effort. This is especially important in this case when project teams are will likely to be complex due to the involvement of distributed team members and reliance on staff from multiple departments. Toward this end, a RACI matrix will be used for the key tasks, activities and deliverables identified in this agreement.

RACI stands for Responsible Accountable Consulted Informed and provides a concise method for associating a task with at least one role or in some cases multiple roles. This ‘Association’ of the role with a task can be divided into the following four association types: (1) responsible, (2) accountable; (3) consulted; and, informed, which are defined as follows:

Responsible. A role that is “Responsible” for completing the task or deliverable. This is the “doer” or the person, or persons, entrusted to get the task done. Using the preparation of a quarterly report as an example, a project manager or analyst may be responsible for compiling and preparing the quarterly report. The analyst may need support from others to accomplish this task and it is up to them to ensure that they are getting what they need to complete the work.

Accountable. A role that is “Accountable” has the final authority or accountability for the task’s completion. In the quarterly report example above, there may be a division manager or department director who has the final say as to whether the report is complete and meets their expectations for the deliverable. If the work is not progressing or there are issues which require intervention, then the Accountable person (either

the division manager or department director, in this example) would be expected to give direction regarding appropriate corrective measures.

Consulted. A role that is “Consulted” is an adviser to a task. This can be one or more individuals who are expected to be involved in an activity or contribute to a task. These individuals could be a critical resource, valued expert or even a mentor to the person(s) responsible for the task or deliverable. In the example above, it may be valuable to have the finance director and an IT specialist assigned to the task to support the responsible analyst. The level of involvement for those assigned a consulted role will depend both on the task and on the relative value that the “consulted” individual brings to the effort.

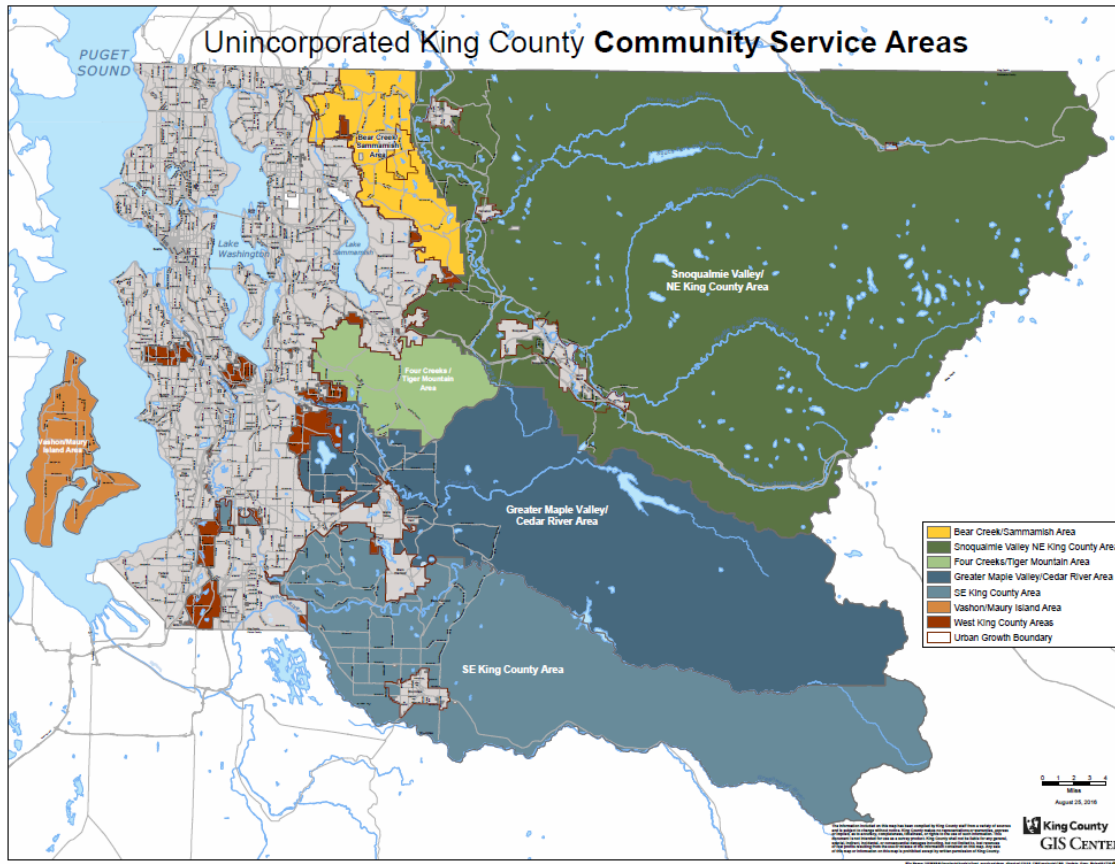
Informed. A role that is “Informed” is kept up to date on task completion. Charting this role helps to illustrate dependencies and ensures that transparency into task’s status exists. Identifying those who require status updates can be complex, so it is worthwhile to take the time to consult various roles to determine if they need to know how a task is progressing or when a task is completed. In the example above, if the quarterly report is being prepared for the agency’s budget office, then there may be a need to keep an individual in the agency’s budget office informed as to the progress of the task.

3 Programs, Services and Facilities

3.1 Service Area

With its focus on the interests of UKC residents and businesses, **DLS** is tasked with consideration of issues that affect all Unincorporated King County, as well as those that may affect specific UKC communities. Toward this end, it will be important that information about the programs, services or facilities covered in this agreement be available at a mutually agreeable and sufficiently disaggregated level to support **DLS**’s reporting and accountability requirements. At a minimum, data will need to be available at the Community Service Area level of geography, shown in the map below.

EXHIBIT 1: SERVICE AREA MAP



3.2 Services Covered

This agreement covers the following specific services provided by **DES-RASKC** which are generally consistent with the service descriptions contained in RASKC’s Product Catalog, as submitted to the Office of Performance, Strategy and Budget with its 2019-20 Budget proposal (attached for reference as **Appendix A**).

1. Shelter services include:

- Kenneling
- Lost pet matching and redemption
 - Online lost and found
- Eight off-site adoption locations throughout King County
- Veterinary medical and surgical care (2 staff veterinarians and three veterinary technicians)
- Volunteer program including off-site foster animal care support
- Transfer based space available rescue of pets at risk for euthanasia
- Donation-funded veterinary specialty care for rehabilitatable pets

Outcome:

- Animals sheltered - capacity 47 dog kennels, 217 cat kennels, 10 other
- Lost & found pet redemptions
- Adoptions
- Prevention Spay Neuter (S/N) surgeries

- Volunteer opportunities

Output (Service or product):

- Adoption count
- Intakes by Jurisdiction
- Outcomes by Jurisdiction
- S/N surgeries (adoption/feral)
- Active Volunteer count/hours donated
- Live release percentage

2. Field Service

Services include the operation of a public call center, dispatch of animal control officers and vehicles, investigating complaints (e.g. nuisances, barking, animal bites) and animal cruelty, collecting and delivering animals to the Animal Shelter and Adoption Center in Kent. Animal control field service calls for service are prioritized by severity (1-5) for triaged response and follow up action. There are three control districts geographically located (north, east, and south) for officer staffing.

Program Capacity

- 11 Animal Control Vehicles
- Call Center (M-F 8:30 – 4:30)
- Seven (7) day per week response for routine field services
- 7 x 24 hour response to afterhours priority calls (Emergency responder assist, injured animals, animal threatening)

Outcome:

- Timely response and resolution to resident animal complaint
- Access to King County Hearing Examiner to independently assess appeals of any enforcement action

Output (Service or product):

- Field Service requests by priority level
- Percent meeting time response goal by priority level
- Number of appeal hearings

3. Pet Licensing

Description

Dogs and cats are licensed providing easy identification of stray pets (leading to prompt return) and to provide base funding for animal services. Marketing and pet owner education via direct mail, social media and neighborhood campaigns.

Program Capacity

- 24/7 Online Pet Licensing (new & renewal)
- Mail-in and counter sales
- ~65 Pet licensing Sales Partners
- ~400 Pet License brochure (“Tag you’re it”) partners
- After-hours tag telephone information service to identify lost/found pets
- Enhanced Licensing Support Services available on a fee for service basis

Outcome:

- Number of Dogs and cats licensed
- Revenue for pets licensed

Output (Service or product):

- Licenses Issued

3.3 Service Commitments

DLS is committed to working with **DES-RASKC** to support the successful implementation of these service commitments which will form the basis of much of the reporting requirements discussed in a later section of the agreement. To allow for reprogramming of services to address potential fluctuations in demand and/or emergent issues that may arise during the term of this agreement, the service level commitment for each program, service or facility provided by **DES-RASKC** is defined in terms of quantity and/or quality expected for each of the service areas covered by this agreement. Where appropriate, commitments are identified as follows:

- Overall baseline service or quality commitment for UKC
- Minimum service or quality commitment for each CSA

Where it is appropriate to establish a minimum service commitment at the CSA level, the intent is to establish a floor under which services are to be maintained for any individual service area. As such, the sum of the CSA minimums could be less than the overall baseline service level for UKC overall.

For the services described above, **DES-RASKC** is committing to the quantity and/or quality standards identified in Exhibit 2. The specific commitment levels for each service are based on the **DES-RASKC's** programmatic priorities and available resources. Since budget priorities are established by Executive and Council action and subject to revision, commitments that are in effect during the term of this agreement are attached as **Appendix B**.

EXHIBIT 2: PROGRAM, SERVICE OR FACILITY COMMITMENTS

	Type	Commitment	Geography
Shelter services: adoption rate	Quality	Live release overall	UKC
Field services: response time	Quality	Share of responses that meet time goal	UKC/CSA
<ul style="list-style-type: none"> • Priority 1-3 calls (higher priority) • Priority 4 & 5 calls (lower priority) 			
Licensing: renewal rate	Quality	Renewal rate	UKC/CSA
Licensing: new licenses	Quality	License count growth rate	UKC/CSA

4 Advancing KC Policy, Priorities and Process Improvements

As noted in the Policy Context section, **DLS** is responsible for advancing overall King County Policy Goals and Executive and Council priorities in the UKC. In addition, **DLS** and **DES-RASKC** are committed to incorporating Lean Management and continuous improvement into their respective work programs. Toward this end, **DLS** and **DES-RASKC** shall work in a collaborative manner on selected issues, initiatives, or planning efforts of mutual interest and where the impact or success of these efforts are likely to be enhanced. In principle, **DLS** and **DES-RASKC** agree to collaborate when:

- The issue or activity would reasonably benefit from **DLS's** role representing the interests of UKC residents and businesses;

- A UKC community issue would reasonably benefit from **DES-RASKC**'s services, expertise or perspective;
- There are challenges involving competing interests or priorities that involve UKC interests or policies; or,
- An activity or initiative is focused on a process improvement that would enhance the quality and/or efficiency of service delivery in the UKC.

These collaborations will include efforts of an ad hoc nature that are responsive to emerging issues and the following specific activities:

- **Membership on the Joint City-County Collaboration Committee (JC4).** DLS will appoint a representative to the JC4, a Committee created in support of RASKC's Interlocal Agreements with Contracting Cities. The Committee shall meet upon reasonable request of a Contracting City or the County, but in no event shall the Committee meet less than twice each year. The Committee reviews service, revenue and cost issues and make recommendations; regarding efficiencies and improvements to services and revenues and shall review and make recommendations regarding the conduct and findings of the collaborative initiatives. The collaborative initiatives to be explored include, but are not necessarily limited to:
 - Services provided (as described in Section 2 of the agreement); Control Services; Shelter Services and Licensing Services;
 - RASKC Revenues and Cost, including any future proposals for significant revenues to support RASKC.
- **Promote and refine value propositions.** RASKC and PSB staff should continue to ensure uniform understanding of the ILA model's value proposition across all County stakeholders, including Council members and central Council staff.
- **Viability of a la carte services.** The existing "all-or-nothing" model is not as appealing to cities that have an expressed need for only one or two of the three functional service areas (field, licensing, sheltering). RASKC will work with PSB to further examine the political, technical, and financial feasibility of adjusting the model of accommodate this type of service offering, recognizing that offering new cities an a la carte could induce current member cities to also opt out.
- **Viability of GF funding.** With King County's General Fund revenue sustainability an ongoing challenge, RASKC will continue to work with PSB to develop options to improve funding predictability for animal services given the broader fiscal constraints.
- **Alternative revenue options.** This recommendation builds on previous efforts by RASKC to find new revenue that benefits both the County and contract cities and is politically acceptable. RASKC will continue to work with their regional partners to identify these new sources. Note, however, the challenges with identifying new, and expanding traditional, sources of revenue, as identified in Financial Plans and Demand Forecasts of this report.

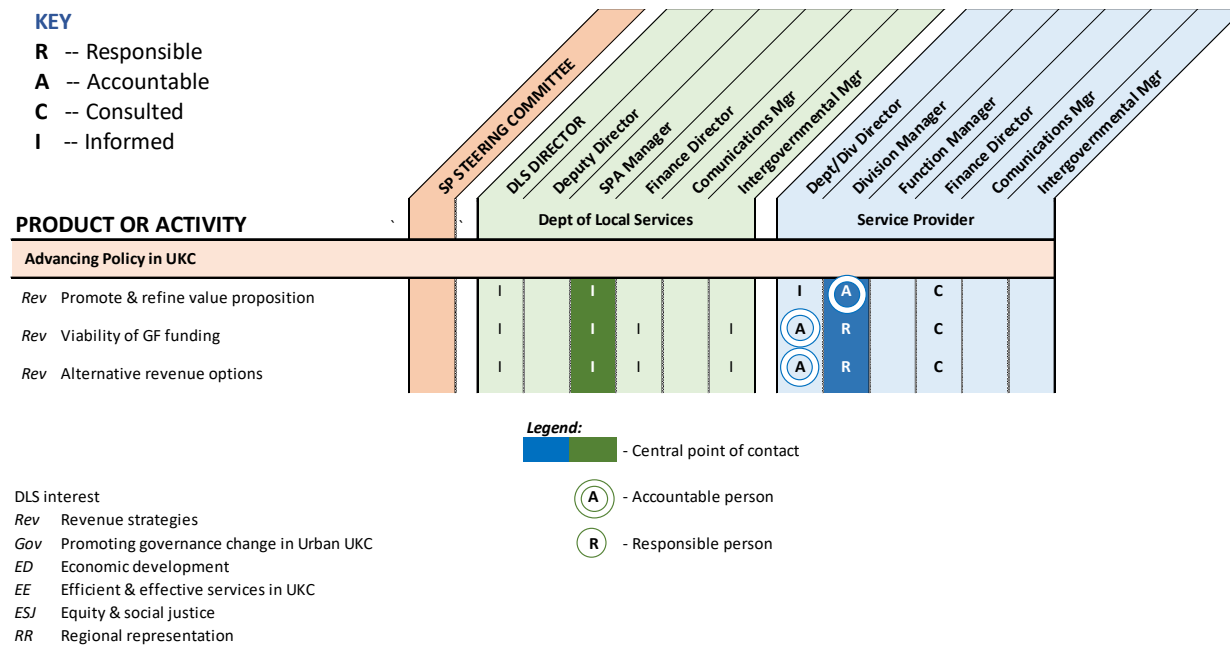
To ensure a coordinated and efficient collaborative process on these activities, each party has assigned a primary point of contact on issues. The primary points of contact will have the responsibility to maintain ongoing dialogue about progress, determine appropriate information sharing, and assess how best to engage other key staff in these efforts. The following individuals are designated the primary points of contact for the term of this agreement:

- For **DLS**, the SPA Manager
- For **DES-RASKC**, the RASKC Division Manager

Notice must be provided in writing at least 7 calendar days prior to any delegation of these responsibilities, either temporarily or permanently. In addition to the designated primary points of

contact, **DLS** and **DES-RASKC** have agreed to the general assignment of roles and responsibilities for these activities as summarized in Exhibit 3 below.

EXHIBIT 3: ADVANCING KC POLICY IN UKC, ROLES AND RESPONSIBILITIES



5 Performance Tracking and Monitoring

One of the major roles assigned to **DLS** is to track and monitor the performance of King County service providers that deliver service in UKC. As such, **DLS** will work collaboratively with **DES-RASKC** to review, on an ongoing basis, the performance in delivering the specific programs, services and facilities identified in Section 3.0 of this agreement. Performance tracking and monitoring shall include three primary tasks: (1) operational-level reporting; (2) adjustments to services as needed, based on the operational reporting; and, (3) policy-level reporting.

5.1 Reporting Requirements (Operational)

DLS and **DES-RASKC** will meet quarterly to review operational-level information about progress toward meeting the service level commitments identified in Section 3.3. **DES-RASKC** will be responsible for generating the *Interlocal Agreement (ILA) required Joint City-County Collaboration Committee (JC4)* reports in a format supporting **DLS**'s use in subsequent analyses and reporting. In addition, **DES-RASKC** will support reasonable data requests from **DLS** to support policy and/or operational issue analyses that may arise during the term of this agreement. To the maximum extent possible, these reports will build on existing data collection systems. The data and information that is to be provided by **DES-RASKC** to support **DLS**'s reporting responsibilities is included as **Appendix B**.

5.2 Reporting Requirements (Policy)

In addition to the ongoing operational review process, **DLS** and **DES-RASKC** will jointly develop materials for periodic presentation to King County decision makers. **DLS** has the lead responsibility to provide Quarterly and Annual reports addressing all services delivered in UKC, however **DES-RASKC**, as the owner of the data, will be instrumental in these efforts. Reports shall include:

- Periodic Reports (Monthly reports as requested by ILA)
 - Regular reports during performance period with data supplied by **DES-RASKC (Appendix B, summary of data to be provided)**
 - Specific issue reports may be developed as needed to address operational or performance issues that arise during the performance period
- Annual Report by DLS
 - Service delivery results and performance review addressing:
 - Service commitments (Section 3)
 - Effectiveness and efficiency measures
 - Progress related to advancing King County policies and priorities (Section 4)
 - Summary of issues that arose and how they were addressed
 - Lessons learned that should apply going forward

Further, **DLS** and **DES-RASKC** shall have shared responsibility for ongoing engagement with policy makers including participation in regular briefings with the Executive, County Council and other stakeholders as necessary.

5.3 Process for Resolving Operational Issues

If operational issues arise, either from community feedback or from operational staff, **DLS** and **DES-RASKC** agree to proactively and collaboratively resolve these issues in a timely manner. This is particularly critical for issues that are likely to impact the service level commitments specified in this agreement. The process that will be used shall include:

- Convene meetings to discuss the issue at hand, including bringing other KC departments or stakeholders into the process if appropriate
- If there is a need to adjust quantity or quality commitments, then decisions will be made collectively and in consultation with PSB and the County Executive Office. Given the contractual ILA with 24 cities, any adjustments to quantity or quality commitments that may impact ILA conditions will be developed in consultation with the JC4 committee.
- Where appropriate, solutions will deploy Lean management practices to further King County's continuous improvement goals
- Effective and broad communication with employees about any updates, changes and/or review processes that are underway
- Coordinated communication with the affected community and/or stakeholders throughout and after a solution to the issue has been finalized

To ensure that tracking and monitoring efforts are efficiently managed and well-coordinated, roles and responsibilities have been defined for the following principal activities:

- **Issue tracking and management.** **DLS** will have lead responsibility for overall tracking of issues that arise during the execution of this agreement. Tasks will include maintaining a current list of actionable items, status and/or progress toward resolution and documentation of outcomes.
- **DLS and DES-RASKC check & adjust meetings.** DLS will coordinate and organize check & adjust meetings as necessary to facilitate resolution of issues. Frequency and participation in these meetings will be determined as issues arise with the express goal of maximizing the efficiency and effectiveness of the process.
- **Issues identified by service provider.** As part of its service delivery responsibilities, **DES-RASKC** will be responsible for identifying and bringing forward any issues associated with the services in Section 3 and activities in Section 4 that may: (1) affect the terms of this agreement; (2) impact residents or businesses in the UKC; or (3) influence future service delivery in the UKC.

- **Community generated issues (DLS).** As part of its responsibilities to represent the interests of the UKC and through its programmatic efforts in UKC communities, **DLS** will be responsible for identifying and bringing forward any issues associated with the services in Section 3 and activities in Section 4 that may: (1) affect the terms of this agreement; (2) impact residents or businesses in the UKC; or (3) influence future service delivery in the UKC.
- **Policy/operations alignment in UKC.** To promote the long-term efficiency and effectiveness of service delivery in the UKC, **DLS** and **DES-RASKC** agree to periodically review the degree to which services are aligned with overall King County priorities and specific policy objectives in the UKC. The purpose of these reviews is to ensure that services are meeting the needs of UKC communities while advancing King County goals and priorities.

To ensure consistent and timely actions, each party has assigned primary points of contact on issues related to performance tracking, monitoring and reporting. The primary points of contact will have the responsibility to preliminarily assess the presenting issue in collaboration with their counterparty, determine an initial course of action and, where appropriate, inform and involve other staff as necessary. The following individuals are designated the primary points of contact for the term of this agreement:

- For **DLS**, the SPA Manager
- For **DES-RASKC**, the RASKC Division Manager

Notice must be provided in writing at least 7 calendar days prior to any delegation of these responsibilities, either temporarily or permanently. In addition to the designated primary points of contact, DLS and DES-RASKC have agreed to the general assignment of roles and responsibilities for these activities as summarized in Exhibit 4 below.

EXHIBIT 4: TRACKING AND MONITORING, ROLES AND RESPONSIBILITIES

KEY
R -- Responsible
A -- Accountable
C -- Consulted
I -- Informed

PRODUCT OR ACTIVITY	Dept of Local Services							DES-RASKC					
	SP STEERING COMMITTEE	DLS DIRECTOR	Deputy Director	SPA Manager	Finance Director	Communications Mgr	Intergovernmental Mgr	Dept/Div Director	Division Manager	Function Manager	Finance Director	Communications Mgr	Intergovernmental Mgr
Data Analysis and Reporting													
Quarterly UKC Reports		(A)	C	C	(R)	C	C	C					
Data Collection			C	C	C	I	I	(A)					
Data Analysis of UKC Issues		(A)	C	C	(R)	I	I	C					
Performance Tracking Activities													
Issue tracking and management		I	(A)	(R)	I	I	I	C					
DLS-RASKC check & adjust meetings		I	(A)	(R)	I	I	I	C					
Issues identified by service provider		I	C	C	I	I	I	(A)					
Community generated issues (DLS)		(A)	C	(R)	I	C	I	C					
Policy/operations alignment in UKC	(A)	(R)	C	C	I	I	I	C	(R)				

Legend:
 - Central point of contact
A - Accountable person
R - Responsible person

6 LSI Implementation

Given that this is the first SPA to be implemented between **DLS** and **DES-RASKC** and that the Local Services Initiative (LSI) Implementation efforts encompass a wide range of organizational, structural and policy changes, there are several activities that will be undertaken under this agreement, with a purpose to fully implement the Local Services Initiative. There are likely to be additional efforts necessary related to some of the individual LSI Implementation, such as business integration or customer service systems.

DLS and **DES-RASKC** agree to collaborate on LSI implementation issues as they may arise during the term of this agreement and at the direction of the SPA Steering Committee. In addition, DLS has been tasked by the County Council to complete a Department of Local Services Strategic Information Technology Plan that will be fundamental to the long-term success of the Local Services Initiative. The Plan, which must be submitted to Council by December 2019, will include:

- A description of how the department of local services will monitor local service delivery, and what other county agencies, programs or services will be participating in that monitoring;
- An updated and complete local services product catalog that will include performance measures for each product within the catalog;
- An inventory of the types of data needed in order to measure performance of the local services product catalog;
- An evaluation of the ability of existing technology of the department of local services and partner agencies to provide this data;
- An evaluation of whether data exists and is available to measure local service delivery, or can be collected or provided;
- A description of process improvements, both within the department of local services and within partner agencies, that improve data collection and aid in reporting on local service delivery and avoids the need for technology improvements;
- A recommendation for technology improvements that will target:
 - a. Cross-agency, as "agency" is defined in K.C.C. 2.10.020.B., information and data sharing to support transparency into the services provided in unincorporated areas;
 - b. Potential efficiencies in service delivery; and
 - c. Leverage existing systems and staff resources to maximize the effectiveness of the Local Services Initiative; and
 - d. A description of technology projects for achieving those recommendations over the next five years, costs for those projects, and a phasing plan.

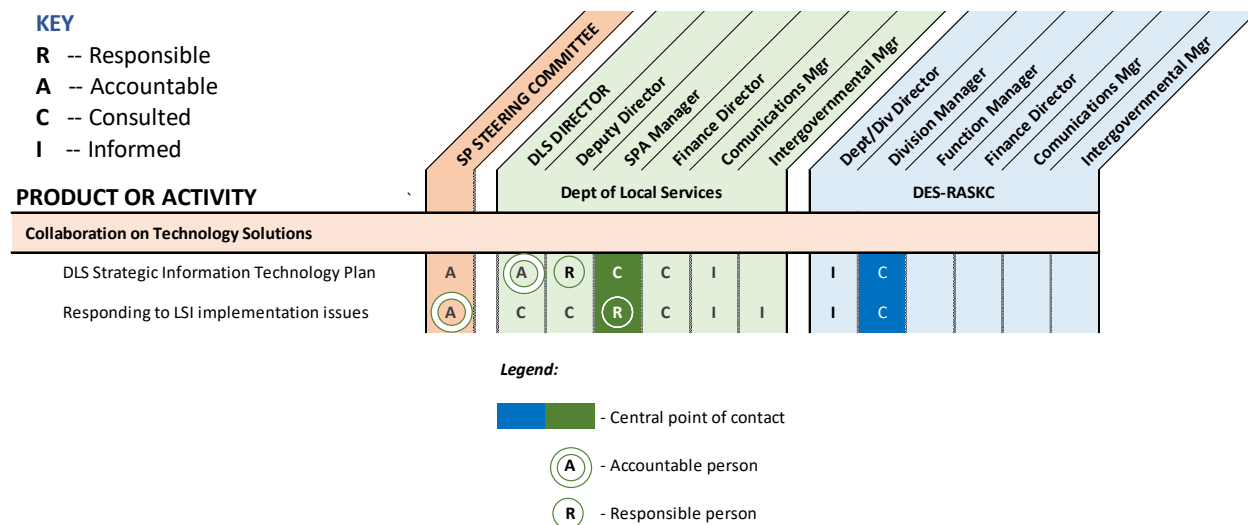
As such, **DES-RASKC** agrees to participate in the development of the IT Plan by assigning relevant staff to an inter-departmental working group that will work with consulting and report to the SPA Steering Committee.

To ensure a coordinated and efficient collaborative process on these activities, each party has assigned a primary point of contact on issues. The primary points of contact will have the responsibility to maintain ongoing dialogue about progress, determine appropriate information sharing, and assess how best to engage other key staff in these efforts. The following individuals are designated the primary points of contact for the term of this agreement:

- **For DLS**, the SPA Manager
- **For DES-RASKC**, the RASKC Division Manager

The roles and responsibilities for these activities are specified in Exhibit 5.

EXHIBIT 5: LSI IMPLEMENTATION ACTIVITIES, ROLES AND RESPONSIBILITIES (EXAMPLE)



It is likely that some LSI Implementation efforts will be based on issues as they arise during the term of this agreement, in which case the SPA Steering Committee shall be the forum for discussion and decision making about best to proceed.

7 Communications

DLS is envisioned as a single, focused point of accountability for services delivered in the UKC and/or accessed by UKC residents and businesses. From this UKC-focused perspective, **DLS** will work closely with members of the County Council who represent these urban and rural unincorporated areas and other King County service providers to improve direct and contracted services, including roads, public safety, clean water, and access to opportunity.

With its focus on broadly serving the needs of residents and businesses in the UKC, **DLS** has a unique role among King County service providers that will provide a cross-departmental perspective to a range of operational and policy issues in the UKC. To develop the necessary cohesion among agencies providing services in the UKC will require a strong communication strategy and an operational approach that fosters efficient information sharing and effective use of existing King County communications systems, tools and platforms.

Toward this end, DLS has developed a UKC-focused communications strategy that includes the following major elements:

- Formation of Communication and Customer Service working groups.
- Engage employees regularly and often.
- Focus on customer experience.
- Proactive media relations with a focus on local outlets.
- Community engagement as much as possible.
- Provide key messages that clearly articulate how LSI will be different and benefit UKC.
- Empower trusted voices as much as possible.

From an operational perspective, the Communications Working Group will be the focal point for managing all communications activities related to the UKC. The Working Group is intended to include representation from all King County service providers that either operate in the UKC and/or serve UKC residents and businesses. Once formed the group would:

- Meet regularly (monthly for the larger group, but more routine for the core partners)
- Synchronize external engagement activities (community events, messaging, media events, mailings, releases, etc.)
- Coordinate social media activities as needed
- Formulate strategy/tactics for communications activities
- Coordinate resources/support as needed
- Provide recommendations to leadership
- Coordinate with Executive communications staff as needed

Specific communications activities that would be the purview of the Working Group include:

- Draft communications plans
- Measure activities/metrics
- Branding/logo standardization
- Maintain media lists and contact info
- Associated advertising/marketing activities as needed.
- Draft shared releases or messaging

To ensure a coordinated and efficient communications process on all matters related to this agreement, DLS and **DES-RASKC** are committed to the following approach to operationalize activities related to this agreement:

- **DES-RASKC** will assign a communications staff person to participate in the regular UKC Communications Workgroup
- For specific issues, activities or programs of mutual interest, the communications staff at DLS and **DES-RASKC** will have the responsibility to maintain ongoing communications and information sharing, and where relevant, create opportunities to collaborate on specific communications activities.
- If there are issues that arise around communications which cannot be resolved at the staff level, the parties agree to use the SPA Steering Committee as a forum to work toward a mutually agreeable solution.

8 Government Relations

DLS and **DES-RASKC** shall work in a collaborative manner on communication, relationships and interactions with all levels of government including the Executive and Executive Offices, Separately Elected Officials, Council and Council staff, other local and regional entities, Cities, State, and Federal governments.

Wherever appropriate, **DLS** and **DES-RASKC** shall utilize existing King County policies, protocols, practices, systems and procedures to coordinate government relations activity. **DLS** will work with its partners and the County's Executive Office to create the necessary structural relationships and protocols to inform notification, communication, tracking and reporting and other government relations activities. These could include but are not limited to:

- Coordination on inquiries and response to elected officials

- Coordination related to direct contact to and from elected officials
- Coordination and communication with other Government agencies – including reporting relationships
- Coordination of legislative agendas, strategies, and support at all levels
- Monitoring of legislative processes and support at all levels
- Coordination on PSRC activities
- Collaboration/coordination with the Executive’s Office on external government relations

To ensure a coordinated and efficient collaborative process **DLS** and **DES-RASKC** are committed to the following approach to operationalize Government Relations activities related to this agreement:

- Coordination with local, regional, state and federal agencies and/or on issues with those agencies where **DLS** and **DES-RASKC** interests are likely to overlap. **DLS** and **DES-RASKC** will identify where there are needs to update existing notification, communication, tracking and reporting and other government relations activities of mutual interest. Where appropriate or where gaps existing, **DLS** and **DES-RASKC** will develop a working agreement on how best to manage these relationships on an ongoing basis.
- Each party shall assign a primary point- of-contact who will have the responsibility to maintain ongoing communications and information sharing, and where relevant, identify circumstances where the parties may have divergent interests on an issue. In these cases, they will attempt to resolve the issue or, where necessary, develop an action plan for moving forward.
- If an issue cannot be resolved at the staff level, the parties agree to use the SPA Steering Committee as a forum to work toward a mutually agreeable solution.

9 Accountability Framework

A significant factor in King County Council’s decision to establish **DLS** is to establish an accountability mechanism to ensure that King County services are efficiently and effectively delivered to the residents and businesses in UKC. This cross-departmental approach is unique within King County government, and as such, needs work within the broader King County governance and organizational structure and respect both **DLS** and each **DES-RASKC** individual departmental interests and responsibilities.

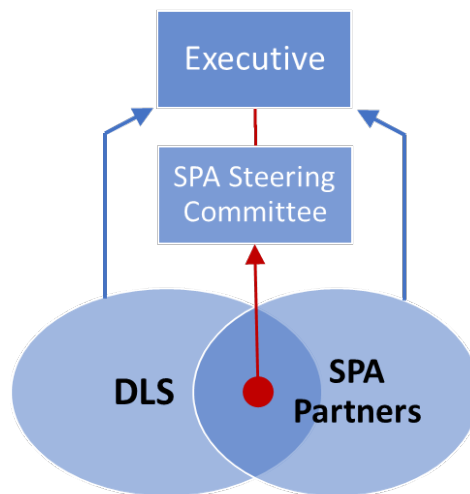
Toward this end, a Peer-to-Peer Accountability Framework will be used to operationalize the accountability goals embedded in the Local Services Initiative.

Successful peer-to-peer accountability is based on creating ownership and commitment to shared outcomes and being vested in the performance success of each other. The foundations of a successful peer-to-peer model include:

- Clear expectations
- Transparency and fearless communication; and,
- Culture of learning with continuous improvement

The key feature of this approach is to assign specific accountability roles to the SPA Steering Committee to create an enforceable shared accountability among the departments responsible for the successful implementation of the Local Services Initiative (LSI).

As such, each Department Director is separately accountable for the performance of their respective departments, as is



traditionally understood. However, on issues of mutual interest and subject to the terms of this agreement, the SPA Steering Committee will be to ensure that DLS and its Partners are adhering to the terms Service Partnership Agreements and the spirit of the Local Services Initiative. In turn, the SPA Steering Committee will be jointly accountable to the Executive for the successful implementation of LSI.

9.1 SPA Steering Committee

The SPA Steering Committee will be the principal forum to manage SPA-related issues that arise during the term of this agreement and, to the maximum extent possible, will act as a joint decision-making body for substantive issues related to LSI Implementation, UKC service commitments, and any related policy, organizational or administrative issues. The Committee shall comprise, at a minimum, the **DLS** Director, who will serve as the Committee Chair, and the Directors of the **SPA Partner** Departments.

At the discretion of the Committee, membership could be extended to include other participants, if it is determined that additional perspectives will enhance the success of LSI implementation. Additional participants shall be either:

- Full Participant members, with the same roles and responsibilities as the SPA Partner members, or,
- Ex Officio members, who bring valuable expertise, experience or perspectives to the work of the SPA Committee, but are not “decision-makers”

The primary goal of the SPA Committee is to maximize the success of the LSI Implementation efforts. Toward this end, the SPA Steering Committee may choose to expand its membership where broader representation will likely enhance the overall effectiveness of these efforts. New members (either Full Participants or Ex Officio) could represent:

- Directors of future SPA Partner Departments
- Staff from Planning, Strategy and Budget
- Staff from the Office of the Executive
- Others, as determined by the SPA Committee, that would bring a perspective that advances the goals of the Committee

9.2 Management of Joint and Shared Accountability

The core function of the SPA Steering Committee is to effectively manage the many elements of LSI Implementation and ensure that all SPA Partners are sharing in the accountability for the success of the initiative. As such, the Committee’s operating principles that are built around a collaborative decision-making model, whereby participants can share and incorporate one another’s goals within the decentralized service delivery model in the UKC.

The success of the Local Services Initiative will largely be determined by effective and coordinated cross-department collaboration. As such, **DLS** and **DES-RASKC** agree to participate and adhere to the specific goals and responsibilities as defined in the SPA Steering Committee Charter attached as **Appendix D**.

The Committee shall have regular monthly meetings with a standing agenda designed to efficiently review and discuss progress toward the commitments made in this agreement and the broader LSI Implementation goals. Committee members shall also commit to meeting as necessary, either in full or as a smaller group representing selected member, to address emergent issues as they arise.

APPENDIX A

Product Catalog - Regional Animal Services of King County

Product: Shelter Services

Description:

The animal shelter is a place where animals, nearly all dogs and cats, can be cared for pending placement in a new forever home. Professional staff, an onsite veterinary clinic, and highly active volunteer and foster programs provide animal care 365 days a year. Adoption assistance and customer service at the Kent animal shelter and adoption centers are available routinely seven days a week.

Shelter services include:

- Kenneling
- Lost pet matching and redemption (Online lost and found)
- Eight off-site adoption locations throughout King County
- Veterinary medical and surgical care
- Volunteer program including off-site foster animal care support
- Transfer based space available rescue of pets at risk for euthanasia
- Donation-funded veterinary specialty care for rehabilitatable pets

Outcome:

- Animals sheltered - capacity 47 dog kennels, 217 cat kennels, 10 other
- Lost & found pet redemptions
- Adoptions
- Prevention Spay Neuter (S/N) surgeries
- Volunteer opportunities

Output Units & Cost (2019-2020):

- Animal Intakes in the unincorporated area: 3,800
- S/N surgeries: 3,100 (2,200 adoption pets, 900 public, e.g. feral cat sterilization)
- Volunteer count/hours: 766 active volunteers; 120,523 hours

Critical Quality Standards:

- Behavioral enrichment and medical management
- Shelter/offsite adoption locations meet SKCPH licensing requirements
- Live Release Rate

Budgeted cost, net of revenue, is shared with 24 contract cities and unincorporated King County.

Estimated Budgeted Allocable Cost for two years (2019 and 2020): \$2.1 million

APPENDIX A

Product: Field Service Patrol (Unincorporated King County)

Description:

Services include the operation of a public call center, dispatch of animal control officers (ACO) and vehicles, investigating complaints (e.g. nuisances, barking, animal bites) and animal cruelty, collecting and delivering animals to the Animal Shelter and Adoption Center in Kent. Animal control field service calls for service are prioritized by severity (1-5) for triaged response and follow up action. There are three control districts geographically located (north, east, and south) for officer staffing.

Program Capacity

- 11 Animal Control Vehicles
- Call Center (M-F 8:30 – 4:30)
- Seven (7) day per week response for routine field services
- 7 x 24 hour response to afterhours priority calls (Emergency response assist, injured animals, animal threatening)

Outcome:

- Timely response and resolution to resident animal complaint
- Access to King County Hearing Examiner to independently assess appeals of any enforcement action

Output Units & Cost (2019-2020):

Biennialcalls

- Priority 1 – 3 initial calls: 1,100
- Priority 4 & 5 initial calls: 2,300

Budgeted cost, net of revenue, is shared with 24 contract cities and unincorporated King County based 20% on population and 80% on average usage, per Interlocal agreement.

Estimated Budgeted Allocable Cost for two years (2019 and 2020): \$1.4 million

Critical Quality Standards:

- Equipped ACO vehicle
- Geolocation in ACO vehicles
- Chameleon data system access
- Trained ACO
- Response time to complaints

Product: Pet Licensing (Unincorporated King County)

Description:

Dogs and cats are licensed providing easy identification of stray pets (leading to prompt return) and to provide base funding for animal services. Marketing and education via direct mail, social media, and neighborhood campaigns.

Program Capacity

- 24/7 Online Pet Licensing (new & renewal)
- Mail-in and counter sales
- ~65 Pet licensing Sales Partners

APPENDIX A

- ~400 Pet License brochure (“Tag you’re it”) partners
- After-hours tag telephone information service to identify lost/found pets
- Enhanced Licensing Support Services available on a fee for service basis

Outcome:

- Number of Dogs and cats licensed
- Revenue for pets licensed

Output Units & Cost (2019-2020):

- Biennial licenses issued: 62,000

Budgeted cost, net of revenue, is shared with 24 contract cities and unincorporated King County based 20% on population and 80% on average usage, per Interlocal agreement.

Estimated Budgeted Allocable Cost for two years (2019 and 2020): \$0.5 million

Critical Quality Standards:

- Timely issuance (cycle time)
- Online license sales portal availability
- UKC Pet License Compliance



Appendix B: Service Commitments

PHSKC Agreement (version 7.0)

For the services described in this agreement and based on the resources available and appropriations authorized in the King County 2019-20 Adopted Budget, **DES-RASKC** will provide the service, program and/or facilities-related commitments summarized below. Specific commitments are identified for the Unincorporated area overall or, where appropriate, at the Community Service Area level.

PROGRAM, SERVICE OR FACILITY COMMITMENTS

	Type	Commitment	Geography
Shelter Service: live release rate	Quality	Target release rate of dogs and cats to exceed 90% of live intake	UKC
Field services: response times <ul style="list-style-type: none"> • Priority 1 - Immediate threat to life, health, safety of humans • Priority 2 - Immediate threat to life, health, safety of animals • Priority 3 - Urgent - Potential threat to life, health safety of humans or animals • Priority 4 - Non-emergency - non-severe bite, stray animal confined, supervisor discretion • Priority 5 - Non-emergency - non-urgent service requests, nuisance, follow-up inspections 	Quality	Target 90% of calls will have responses that meet the following time goals: <ul style="list-style-type: none"> • Priority 1 – 1 hour • Priority 2 – 2 hours • Priority 3 – 4 hours • Priority 4 – 24 hours • Priority 5 – 72 hours 	UKC/CSA {if time goals vary by CSA or urban/rural, targets should also reflect
Licensing: renewals and new licenses	Quality	Target rate of growth to meet or exceed changes in Consumer Price Index % (CPI) (local CPI currently ~ +3% per year)	UKC/CSA {if renewal targets vary by CSA or urban/rural, targets should also reflect

APPENDIX C

REGIONAL ANIMAL SERVICES OF KING COUNTY - APPENDIX C											
Type	Unit of Measure	Geography	Plan Q1	Actual Q1	Plan Q2	Actual Q2	Plan Q3	Actual Q3	Plan Q4	Actual Q4	
Shelter Services											
Animal Intakes	Quantity	Number of intakes	UKC								
Animal live release rates	Quality	Percentage of intakes adopted or released to owners	RASKC Overall								
Field Service Patrol											
Field activity count - Priority 1-3 calls	Quantity	Activities completed	UKC								
Field response time	Quality	% meeting time goal	UKC/CSA								
Pet Licensing											
Pet Licenses	Quantity	Number of pet licenses issued	UKC								

APPENDIX D Local Services Initiative – Service Partnership Steering Committee

Steering Committee Charter – Ongoing Steering Committee Role

<p>Background: On April 16, 2018 Council adopted motion 15125 requesting the Executive to establish a new Department of Local Services (DLS) to:</p> <ul style="list-style-type: none"> • 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 <p>DLS is the principal vehicle for the implementation of the County’s Local Services Initiative and is solely dedicated to representing the interests of the residents and businesses in unincorporated King County. Toward this end, DLS will: (1) focus on improving local services; (2) support current and future planning efforts in UKC; (3) offer residents a forum to elevate their ideas, needs, and concerns to a cabinet level central point of contact; (4) report on programs, services and facilities provided to or used by UKC residents and businesses; and, (5) coordinate and collaborate across departments and divisions to further UKC policies, priorities and interests.</p> <p>DLS will be in place on January 1, 2019 with direct responsibility over the Roads and Permitting Divisions and shared responsibility with other Departments for service delivery in UKC. The mechanism for this shared responsibility is the Service Partnership Agreement.</p> <p>To implement the direction adopted in Council Motion 15125, and after consultation with the Executive Leadership and Cabinet, the SPA Steering Committee was formed. The Steering Committee was tasked with developing the initial Service Partnership Agreements with three Departments: (1) PHSKC for OSS and Plumbing and Gas Piping inspections; (2) DES for Animal Services; and (3) DNRP for SWM and Parks.</p> <p>With these agreements now in place, there is a need to reconstitute the SPA Steering Committee as a standing committee to manage SPA-related issues that arise during the term of this agreement and, to the maximum extent possible, will act as a joint decision-making body for substantive issues related to LSI Implementation, UKC service commitments, and any related policy, organizational or administrative issues. Core responsibilities include:</p> <ul style="list-style-type: none"> • Act as a forum to address LSI implementation issues and support shared accountability and decision making for services covered by the initial Service Partnership Agreements. • Support and guide the process of developing Phase II agreements covering UKC services. • Support DLS’s performance monitoring and reporting responsibilities 	<p>Sponsor: Casey Sixkiller Project Leader: John Taylor Project Manager: Bill Greene</p>
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<p><i>Sponsor Signature</i> <i>Date</i></p>	<p><i>Process Owner Signature</i> <i>Date</i></p>	<p><i>Team Lead Signature</i> <i>Date</i></p>
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APPENDIX D Local Services Initiative – Service Partnership Steering Committee

<ul style="list-style-type: none"> Advise on matters relating to ongoing system, process and operational improvements designed to support LSI goals broadly and SPA needs specifically. As necessary, resolve inter-departmental issues and/or conflicts related to services provided to the UKC, communications, governmental relations. 																																					
<p>Steering Committee Membership</p> <p>The Committee shall comprise, at a minimum, the DLS Director, who will serve as the Committee Chair, and the Directors of the SPA Partner Departments. At the discretion of the Committee, membership could be extended to include other participants, if it is determined that additional perspectives will enhance the success of LSI implementation. Additional participants shall be either:</p> <ul style="list-style-type: none"> Full Participant Members, with the same roles and responsibilities as the SPA Partner members, or, Ex Officio Members, who bring valuable expertise, experience or perspectives to the work of the SPA Committee, but are not “decision-makers” <p>The primary goal of the SPA Committee is to maximize the success of the LSI Implementation efforts. Toward this end, the SPA Steering Committee may choose to expand its membership where broader representation could enhance the overall effectiveness of these efforts. New members (either Full Participants or Ex Officio) could represent:</p> <ul style="list-style-type: none"> Directors of future SPA Partner Departments Staff from Planning, Strategy and Budget Staff from the Office of the Executive Others, as determined by the SPA Committee, that would bring a perspective that advances the goals of the Committee <p>Business Need: (What problem are you solving?)</p> <ul style="list-style-type: none"> Support implementation of 2019-20 SPA agreements Development of new SPAs to cover remaining services provided by Executive Departments and select services provided by Separately Elected Officials Create a forum to support shared accountability and decision making related to SPAs and broader LSI implementation activities Maximize coordination in the delivery of services to UKC and the elimination of internal and external barriers to efficient and effective service delivery Improve coordinated communication with UKC residents Improve measurable responsiveness and transparency in the provision of local services Coordinate data collection, reporting and monitoring of service delivery commitments in UKC in a manner that does not increase cost of service 	<p>Steering Committee Membership:</p> <table border="1"> <tr><td>John Taylor (Chair)</td><td>DLS</td></tr> <tr><td>Patty Hayes</td><td>PHSKC</td></tr> <tr><td>Leo Flor</td><td>DCHS</td></tr> <tr><td>Caroline Whalen</td><td>DES</td></tr> <tr><td>Christie True</td><td>DNRP</td></tr> <tr><td>Lauren Smith</td><td>PSB</td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </table> <p>Steering Committee Ex Officio Members: Future SPA departments Technical resources</p> <p>Steering Committee Alternates</p> <table border="1"> <tr><td>Cyndi Schaeffer</td><td>Public Health</td></tr> <tr><td>Denise Rothleutner</td><td>DCHS</td></tr> <tr><td>Danielle de Clercq</td><td>DLS</td></tr> <tr><td>Lorraine Patterson</td><td>DNRP</td></tr> <tr><td>Tom Koney</td><td>DES</td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </table>	John Taylor (Chair)	DLS	Patty Hayes	PHSKC	Leo Flor	DCHS	Caroline Whalen	DES	Christie True	DNRP	Lauren Smith	PSB							Cyndi Schaeffer	Public Health	Denise Rothleutner	DCHS	Danielle de Clercq	DLS	Lorraine Patterson	DNRP	Tom Koney	DES								
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<p>Sponsor Signature Date</p>	<p>Process Owner Signature Date</p>	<p>Team Lead Signature Date</p>																																			

APPENDIX D Local Services Initiative – Service Partnership Steering Committee

<p>Project Objective: (<i>What are the expected deliverables and improvements?</i>)</p> <ul style="list-style-type: none"> • Implement the 2019-20 SPAs by leveraging relationships, systems, and community resources that currently exist so that the impacts of changes or new agreements can be mitigated and communicated where necessary. • Expand SPAs to cover remaining services provided to the UKC • Improve the delivery, responsiveness and quality of local services to unincorporated KC through unified accountability • Improve coordination and integration of local services by KC agencies through increased collaboration • Strengthen and expand partnerships between the county, communities and other entities for the benefit of UKC residents 																			
<p>Out of Scope:</p> <ul style="list-style-type: none"> • Services delivered outside UKC • Services provided by other governmental agencies or special purpose districts (state, regional or local) <p>In Scope:</p> <ul style="list-style-type: none"> • All services delivered by King County to include: <ul style="list-style-type: none"> ○ Direct service provision to UKC residents, including services delivered in UKC and for the benefit of UKC residents and businesses ○ Business planning for future service delivery to UKC residents ○ Capital investment needs for infrastructure, equipment and systems ○ Internal and external communication protocols and practices ○ Data collection, measurement, reporting and monitoring practices, tools, and sources ○ Provide input to the scope of work for economic development 	<p>Resource Representatives (as necessary)</p> <table border="1"> <tr> <td>SLT</td> <td></td> </tr> <tr> <td>PSB</td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </table> <p>Target Dates for Key Milestones</p> <table border="1"> <tr> <th colspan="2">Performance Monitoring:</th> </tr> <tr> <td>First UKC Quarterly Report</td> <td>4/30/19</td> </tr> <tr> <td>First UKC Annual Report</td> <td>2/28/20</td> </tr> </table>	SLT		PSB				Performance Monitoring:		First UKC Quarterly Report	4/30/19	First UKC Annual Report	2/28/20						
SLT																			
PSB																			
Performance Monitoring:																			
First UKC Quarterly Report	4/30/19																		
First UKC Annual Report	2/28/20																		
<p>Expected Barriers:</p> <ul style="list-style-type: none"> • Policy and operational objectives of service providers may conflict with DLS policy mandates • Large and diverse geographic area • Urban vs. rural service needs and expectations • Lack of unified interest • Fragmentation of service delivery – no history of considering services to UKC residents in a holistic and integrated way • Communications through multiple channels & to multiple audiences • Disparate levels of understanding of the current service delivery challenges in UKC and DLS’s role in addressing these challenges • Institutional inertia and/or resistance. • Budget and business planning cycles occurring at the same time • Data availability and comparability • Single point of accountability or clear point of contacts 	<p>SPA Phase II Agreements</p> <table border="1"> <tr> <td>DCHS Pilot</td> <td>12/31/18</td> </tr> <tr> <td>Scope/plan</td> <td>6/30/19</td> </tr> <tr> <td>Phase II launch</td> <td>9/30/19</td> </tr> <tr> <td>Drafts of new</td> <td>5/31/20</td> </tr> <tr> <td>Drafts of renewals</td> <td>6/30/20</td> </tr> <tr> <td>Final SPAs</td> <td>9/30/20</td> </tr> </table> <p>LSI Implementation:</p> <table border="1"> <tr> <td>System needs identified</td> <td>11/30/18</td> </tr> <tr> <td>System improvements</td> <td>Ongoing</td> </tr> <tr> <td></td> <td></td> </tr> </table>	DCHS Pilot	12/31/18	Scope/plan	6/30/19	Phase II launch	9/30/19	Drafts of new	5/31/20	Drafts of renewals	6/30/20	Final SPAs	9/30/20	System needs identified	11/30/18	System improvements	Ongoing		
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<p><i>Sponsor Signature</i> <i>Date</i></p>	<p><i>Process Owner Signature</i> <i>Date</i></p>	<p><i>Team Lead Signature</i> <i>Date</i></p>
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APPENDIX D Local Services Initiative – Service Partnership Steering Committee

<p>Risks:</p> <ul style="list-style-type: none"> • Expectations of unincorporated residents • Redundancy and duplication of efforts leading to less efficient and/or effective service delivery • Making commitments that cannot be reasonably delivered, at least in the initial transition period for DLS • Organizational capacity to absorb and operationalize the policy intent in Motion 15125 • Ability to resolve interagency issues • UKC resident perception that a coordinated effort is less responsive to their needs. 	
<p>Budget Impacts: <i>(What are possible investments and estimated costs?)</i></p> <p>2019/20 requirements to be approved in 2018 as part of county budget development process.</p>	<p>Political Sensitivities:</p> <ul style="list-style-type: none"> • Levels of Service and accountability expectations. • Councilmembers desire a major operational role in new service delivery model

Sponsor Signature
Date

Process Owner Signature
Date

Team Lead Signature
Date

Roles & Responsibilities

Who	Responsibilities
Sponsor	<ul style="list-style-type: none"> ▪ Selects or confirms the project leader. ▪ Develops and approves project charter with the project leader. Approves any subsequent changes. ▪ Ensures necessary alignment, connection, and communication at the Executive and enterprise levels ▪ Removes barriers, resolves conflicts, gathers resources, and promotes support amongst stakeholders. ▪ Final decision maker, if not the Executive. ▪ Holds the project leader accountable to objectives, action plans, and outcomes. ▪ Meets with leader regularly to monitor objective progress.
Project Leader	<ul style="list-style-type: none"> ▪ Accountable to the sponsor. ▪ Develops the project charter for sponsor's approval. ▪ In collaboration with the Project Manager, develops the work program to meet the project objectives ▪ Leads and directs the detailed activities and decision making to execute the work program. ▪ Ensures sponsor is informed of progress, challenges, risks, and when help is needed. ▪ Holds team members accountable to deliverables and timelines. ▪ Ensures quality problem solving and collaboration.
Project Manager	<ul style="list-style-type: none"> ▪ Organizes, facilitates, monitors, and follows up on work plans under the direction of the project leader. ▪ Supports the leader to ensure tasks are completed, timelines met, and deliverables achieved. ▪ Provides project updates and communication. ▪ Provides Project Management coaching and guidance to team members, leaders, and sponsors.
Steering Committee Members	<ul style="list-style-type: none"> ▪ Attend all project team working sessions. ▪ Contribute your subject matter expertise into the project planning, development, deployment, and standardization needed to operationalize DLS's policy mandates. ▪ Provide open and honest feedback. ▪ Timely follow through of project work and assigned tasks. ▪ Support project decisions and champion change.
Resource Representatives	<ul style="list-style-type: none"> ▪ Meet with the team as requested to provide technical or subject matter assistance. ▪ Support implementation and follow-up after project completion.
CI Coach (As assigned)	<ul style="list-style-type: none"> ▪ Coach and support the sponsor, leader, and project manager to apply Lean principles in project planning, development, deployment and standardization.

Project Phase Description

Phase	Description
Planning	On going
Development	On going
Implementation	Begins January 1, 2019
Standardization	N/A
Final Report-out	N/A



Service Partnership Agreement

This is an agreement between the Department of Local Services (*DLS*) and the Department of Executive Services' **Regional Animal Services of King County Division (*DES- RASKC*)** that defines the service expectations, performance monitoring and collaborative working relationship of the parties for a two-year period, beginning on **January 1, 2019**.

The purpose of Service Partnership Agreements (SPAs) 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, which include:

- Definition of the appropriate roles and responsibilities for *DES-RASKC* and *DLS*,
- Development and/or refinement of inter-departmental protocols and systems to support the joint and shared accountability between *DLS* and *DES-RASKC* for service delivery in Unincorporated King County (UKC)
- Maximizing the coordination in the delivery of services to UKC and the elimination of internal and external barriers to efficient and effective service delivery
- Improving coordinated communication with UKC residents
- Improving measurable responsiveness and transparency in the provision of local services
- Coordinating data collection, reporting and monitoring of service delivery commitments in UKC in a manner that does not increase cost of service

IN WITNESS WHEREOF, the Parties have executed this Service Partnership Agreement.

Caroline Whalen

Caroline Whalen
Director, Department of Executive Services

Date: 1-22-19

John Taylor

John Taylor
Director, Department of Local Services

Date: 1-22-19

Dow Constantine

Dow Constantine
King County Executive

Date: 1-22-19