



Service Partnership Agreements

PHSKC Agreement (version 7.0)

This is an agreement between the Department of Local Services (**DLS**) and the Environmental Health Services Division of Public Health Seattle and King County (**PHSKC**) 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 **PHSKC** and **DLS**
- Development and/or refinement of inter-departmental protocols and systems to support the joint and shared accountability between **DLS** and **PHSKC** 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 **PHSKC** 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 Executive's 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 forums and planning organizations.

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

2.2 Desired Outcomes

DLS and **PHSKC** 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 **PHSKC**
- 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 **PHSKC** 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 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.

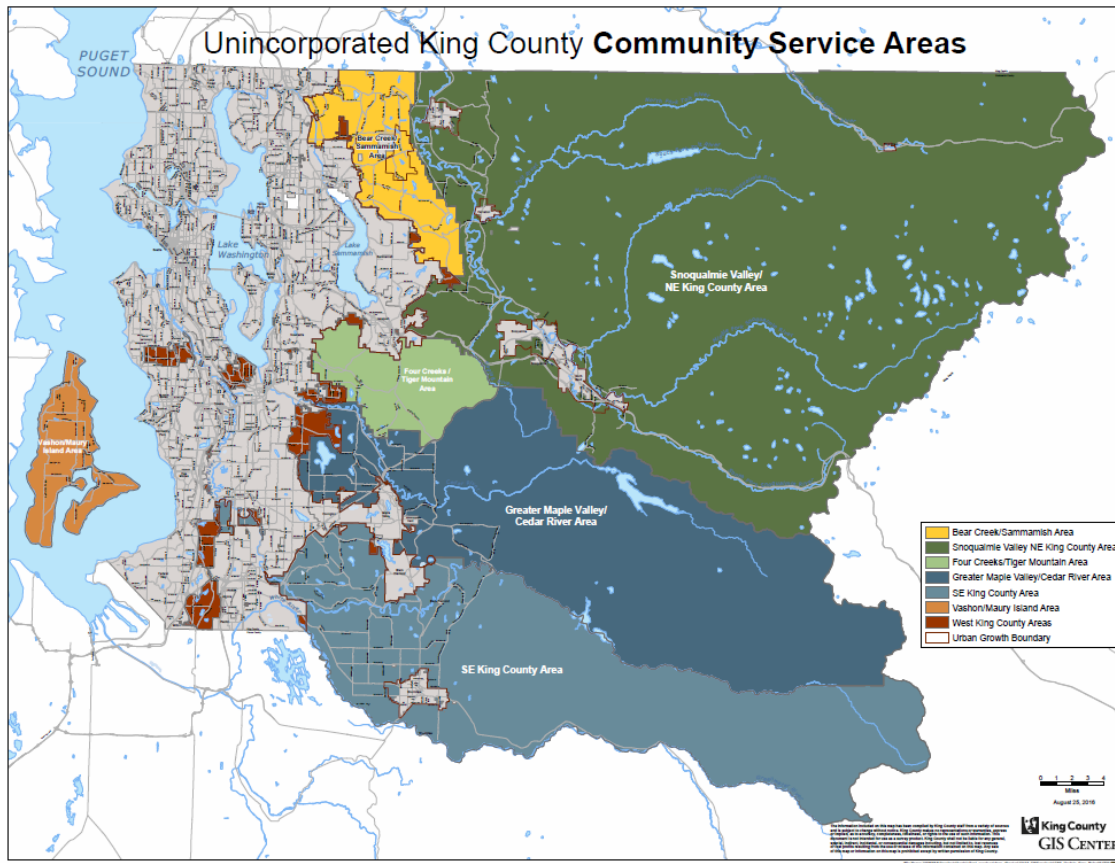
Informed. A role that is “Informed” is kept up to date on task completion. Charting this role helps to illustrate dependencies and ensures that transparency into task’s status exists. Identifying those who require status updates can be complex, so it is worthwhile to take the time to consult various 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 M



3.2 Services Covered

This agreement covers the following specific services provided by **PHSKC**, which are generally consistent with the service descriptions contained in PHSKC’s Environmental Health Product Catalog, as submitted to the Office of Performance, Strategy and Budget with its 2019-20 Budget proposal (attached for reference as **Appendix A**). This agreement is limited to the On-site Sewage Systems (OSS) and Plumbing and Gas Piping Inspections programs.

1. Onsite Sewage System (OSS) Permitting Program

Includes the following programs, services or facilities (products):

- OSS Design Applications
- OSS Installation Permits
- Remodel/New use Proposal OSS Reviews
- Subdivisions
- Customer consultations

Outcome:

Properly functioning on-site sewage systems that protect the environment and public health.

Description:

- Review designs
- Field inspection prior to and post installation

2. On-Site Sewage Systems (OSS) Operation and Maintenance

Includes the following programs, services or facilities (products):

- Surfacing sewer investigations
- Time of Sale Inspections
- Certification of OSS professionals
- Truck inspections
- Technical customer consultations

Outcome:

Properly functioning on-site sewage systems that protect the environment and public health.

Description:

- Respond to failure complaints and work with owners to repair or replace systems or connect to public sewers (not fee supported)
- Work with stormwater programs in city jurisdictions and King County to investigate fecal pollution that may be caused by a failing septic system or side sewer pipe
- Certify professionals who maintain and pump on-site sewage systems
- Review time of sale inspection reports to verify function of OSS at time of property sale and review of regular operation and maintenance inspections
- Oversee Marine Recovery Areas to ensure that water quality meets standards for safe shellfish harvest, and work with property owners to ensure regular operation and maintenance of OSS
- Conduct truck inspections to ensure that the vehicles are properly identified and maintained so that effluent will not contaminate the environment and vehicles are equipped to safely transfer effluent at the approved disposal facility

3. Plumbing and Gas Piping Inspection

Includes the following programs, services or facilities (products):

- Residential inspections
- Commercial inspections
- Other inspections

Outcome:

Properly functioning plumbing and gas piping systems that protect public health and the environment

Description:

- Review plans
- Inspect during the work and before the work is covered up; and inspect after installation, all for code compliance

3.3 Service Commitments

Further, the **PHSKC** has made a commitment to meet the following service delivery obligations in UKC. **DLS** is committed to working with **PHSKC** 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 **PHSKC** 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, **PHSKC** is committing to the quantity and/or quality standards identified in Exhibit 2. The specific commitment levels for each service are based on **PHSKC'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
Onsite Sewage System (OSS) Permitting Program			
OSS design applications	Quality	Response time	UKC/CSA
Onsite Sewage System (OSS) Operations and Maintenance			
Surfacing sewer investigations	Quality	Response time	UKC/CSA
Vashon Marine Recovery Area Program	Quality	Compliance rate	Program area
Plumbing and Gas Piping Inspections			
Inspections	Quality	Response time	UKC

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 **PHSKC** are committed to incorporating Lean Management and continuous improvement into their respective work programs. Toward this end, **DLS** and **PHSKC** 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 **PHSKC** 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 **PHSKC's** 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:

- Maintain open shellfish areas, prevent and address pollution to avoid potential downgrades. PHSKC works with DNRP and other partner agencies to find and fix water quality pollution issues that impact water quality and can result in downgrades of shellfish growing areas.
- Online certification will be developed and provided to OSS Professionals. PHSKC certifies OSS Professionals to maintain, pump, and install OSS in King County. Currently, the application process for certification occurs on paper. PHSKC is designing and implementing an online certification process, beginning with the OSS maintainers.

- Online applications/plan review for OSS. PHSKC is moving from a paper application process for OSS site applications to an online application submittal and online plan review process. This change will simplify the process for customers and increase internal efficiencies.
- Online plan review for Plumbing. PHSKC is moving from a paper plan review to electronic plan submittal and review process for Plumbing. This change will simplify the process for customers and increase internal efficiencies.
- Technical Public Health customer service resource at DPER. PHSKC will work with DPER to define and implement a plan for customer service resources from the OSS Program at DPER's office in Snoqualmie.
- OSS – DPER electronic document sharing. PHSKC will coordinate with DPER to identify options, as an element of the transition to online OSS site applications and plan review process.
- 2019 rate study. PHSKC conducts a rate study every five years to determine if rates in the Environmental Health Services Division are correctly set or need to be adjusted. EHS will be conducting this process in 2019.
- OSS Program Study (Proviso response)- As follow-up to a proviso response report issued to Council in July 2017, PHSKC is conducting a series of studies and evaluation of water quality in King County and potential pathways to improve water quality.

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 **PHSKC**, the Assistant Division Director for Community Environmental Health

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 **PHSKC** 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

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

PRODUCT OR ACTIVITY	Dept of Local Services							PHSKC						
	SP STEERING COMMITTEE	DLS DIRECTOR	Deputy Director	SPA Manager	Finance Director	Communications Mgr	Intergovernmental Mgr	PHSKC Director	EH Director	EH Deputy Director	CEH Asst. Division Director	Budget/Finance	Intergovernmental Mgr	Communications
Advancing Policy, Priorities and Process Improvements														
Rev Onsite Septic (OSS) Program Study - evaluating future direction for the OSS Operation and Maintenance Program	C	I	C	I	I	I	C	(A)	C	(R)	C	C	C	
Rev 2019 Rate Study	C	I	C	I	I	I	C	(A)	C	C	(R)	C	C	
EE Transition to online applications/plan review for OSS and Plumbing and online document sharing with DPER	C	I	C	I	I	I	I	(A)	C	(R)	C	I	I	
EE OSS technical customer service resource at DPER	I	(A)	C	I	I	I	I	(A)	C	(R)	C	I	I	
EE Envision Connect database update	I	I	C	I	C	I	I	(A)	(R)	C	C	I	I	
EE Work with DNRP and others to find and fix water quality pollution issues that impact water quality and can result in downgrades of shellfish growing areas.	C	I	C	I	I	I	I	(A)	C	(R)	C	C	C	
EE Transition to online OSS professional certification	C	I	C	I	I	I	I	(A)	I	(R)	C	I	I	

DLS/SPA Focus or Interest
Rev Revenue strategies
Gov Promoting governance change in Urban UKC
ED Economic development
EE Efficient & effective services in UKC
ESJ Equity & social justice
RR Regional representation

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

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 **PHSKC** 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 **PHSKC** will meet quarterly to review operational-level information about progress toward meeting the service level commitments identified in Section 3.3. **PHSKC** will be responsible for generating the relevant reports supporting **DLS**'s use in subsequent analyses and reporting. In addition, **PHSKC** 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 **PHSKC** 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 **PHSKC** 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 **PHSKC**, as the owner of the data, will be instrumental in these efforts. Reports shall include:

- Periodic Reports
 - Regular reports during performance period with data supplied by PHSKC (**Appendix C**, 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 **PHSKC** 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 **PHSKC** 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
- 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-PHSKC 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, **PHSKC** 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 **PHSKC** 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 **PHSKC**, the Assistant Division Director for Community Environmental Health

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 **PHSKC** 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						PHSKC							
	SP STEERING COMMITTEE	DLS DIRECTOR	Deputy Director	SPA Manager	Finance Director	Communications Mgr	Intergovernmental Mgr	PHSKC Director	EH Director	EH Deputy Director	CEH Asst. Division Director	Budget/Finance	Intergovernmental Mgr	Communications
Data Analysis and Reporting														
Quarterly UKC Reports		(A)	C	C	(R)	C	C	I	I	C	C	I	I	I
Data Collection			C	C	C	I	I	(A)	C	(R)	I	I	I	I
Data Analysis of UKC Issues		(A)	C	C	(R)	I	I	I	I	C	C	I	I	I
Performance Tracking Activities														
Issue tracking and management		I	(A)	(R)	I	I	I	I	C	C	C	I	I	I
DLS-PHSKC check & adjust meetings		I	(A)	(R)	I	I	I	I	I	C	C	I	I	I
Issues identified by service provider		I	C	C	I	I	I	I	C	(A)	(R)	I	I	I
Community generated issues (DLS)		(A)	C	(R)	I	C	I	I	I	C	C	I	C	I
Policy/operations alignment in UKC	(A)	(R)	C	C	I	I	I	I	C	C	C	I	I	I

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 **PHSKC** 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 primary 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 **PHSKC** 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, **PHSKC** 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 PHSKC**, the Assistant Division Director for Community Environmental Health

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

EXHIBIT 5: LSI IMPLEMENTATION ACTIVITIES, ROLES AND RESPONSIBILITIES

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

PRODUCT OR ACTIVITY	Dept of Local Services							PHSKC						
	SP STEERING COMMITTEE	DLS DIRECTOR	Deputy Director	SPA Manager	Finance Director	Communications Mgr	Intergovernmental Mgr	PHSKC Director	EH Director	EH Deputy Director	CEH Asst. Division Director	Budget/Finance	Intergovernmental Mgr	Communications
Collaboration on Technology Solutions														
DLS Strategic Information Technology Plan		(A)	(R)	C	C	I		I	C	C	C	I	I	I
Responding to LSI Implementation Issues	(A)	C	C	(R)	C	I	I	I	C	C	C	I	I	I

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

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 **PHSKC** are committed to the following approach to operationalize activities related to this agreement:

- **PHSKC** 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 **PHSKC** 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 **PHSKC** 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 **PHSKC** 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 **PHSKC** 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 **PHSKC** interests are likely to overlap. **DLS** and **PHSKC** 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 **PHSKC** 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 **SPA Partner's** individual departmental interests and responsibilities.

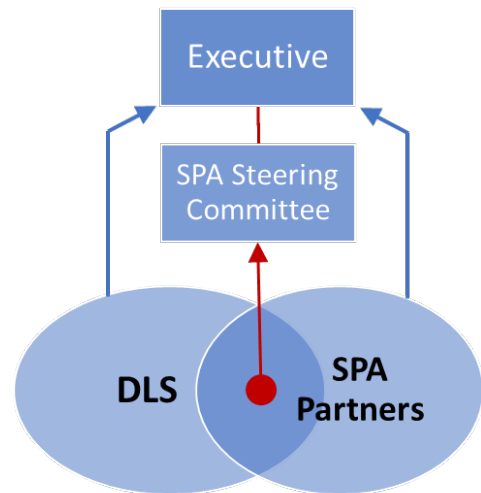
Toward this end, a Peer-to-Peer Accountability Framework will be used to operationalize the accountability goals embedded in the Local Services Initiative.

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. Potential members, either Full Participants or Ex Officio members, could be added to represent the following:

- 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 **PHSKC** agree to participate and adhere to the specific goals and responsibilities as defined in the Service Partnership Steering Committee charter attached to this agreement 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.

Product Catalog: Public Health - Environmental Health Service Division

Product: On-Site Sewage Systems (OSS) Permitting in Unincorporated King County

Description:

The Public Health On-site Sewage System (OSS) Program helps to ensure that over 85,000 OSS County-wide are safe. OSS treat wastewater when homes and buildings are not connected to public sewer systems. The OSS Program provides educational, advisory and permitting services for owners of OSS and certifications for several OSS professionals.

- Review designs
- Field inspection prior to and post installation
- Respond to failure complaints and work with owners to repair or replace systems or connect to public sewers
- Work with stormwater programs in city jurisdictions and King County to investigate fecal pollution that may be caused by a failing septic system or side sewer pipe.

Outcome:

Properly functioning on-site sewage systems that protect the environment and public health.

Est. Unincorporated King County Output Volume: 4,670

- OSS Design Applications: 1,000
- OSS Installation Permits: 700
- Remodel/New use Proposal OSS Reviews: 600
- Subdivisions: 70
- Surfacing sewage investigations: 100
- Technical customer consultations: 2,200

Critical Quality Standards:

- Response time on OSS applications
- Response time on OSS & side sewer failure complaints
- OSS site application volumes by month

Cost/hour: \$184.80 in 2019 & \$191.62 in 2020

Average hours/service provided:

(Note – The time per service varies significantly based on the site conditions and the type of septic & water system)

- OSS Design Applications: 5.5 hrs.
- OSS Installation Permits: 5 hrs.
- Remodel/New use Proposal OSS Reviews: 3.4 hrs.
- Subdivisions: 15 hrs.
- Surfacing sewage investigations: Time is highly variable
- Customer consultation: 0.25 hrs.

APPENDIX A

Biennial Cost (UKC): \$2.3 million

Product: On-Site Sewage Systems (OSS) Operation and Maintenance in Unincorporated King County

Description:

The Public Health On-site Sewage System (OSS) Program helps to ensure that over 85,000 OSS County-wide are safe. OSS treat wastewater when homes and buildings are not connected to public sewer systems. The OSS Program provides educational, advisory and permitting services for owners of OSS and certifications for several OSS professionals.

- Certify professionals who maintain and pump on-site sewage systems
- Review time of sale inspection reports to verify function of OSS at time of property sale and review of regular operation and maintenance inspections
- Oversee Marine Recovery Areas to ensure that water quality meets standards for safe shellfish harvest, and work with property owners on ensuring regular operation and maintenance of OSS
- Work with stormwater programs in city jurisdictions and King County to investigate fecal pollution that may be caused by a failing septic system or side sewer pipe.
- The truck inspections ensure that the vehicles are properly identified, maintained so that effluent will not contaminate the environment and are equipped to safely transfer effluent at the approved disposal facility.

Outcome:

Properly functioning on-site sewage systems that protect the environment and public health.

Output Units & Cost (2019-2020):

Est. Unincorporated King County Output

Volume: 5,650

- Time of Sale Inspections: 3,000
- Certification of OSS professionals: 300
- Truck inspections: 350
- Technical customer consultations: 2,000

Critical Quality Standards:

- Response time on OSS & side sewer failure complaints
- Transition of OSS professionals certification from paper to online applications

Cost/hour: \$184.80 in 2019 & \$191.62 in 2020

Average hours/service provided:

(Note – – The time per service varies significantly based on the site conditions and the type of septic & water system)

- Time of Sale Inspections: 1 hr.
- Surfacing sewage investigations: Time is highly variable
- Certification of OSS professionals: 1.5 hrs.
- Customer consultation: 0.25hr

Biennial Cost (UKC): \$1.1 million

APPENDIX A

Product: Plumbing and Gas Piping Inspection for Unincorporated King County

Description:

The Public Health Plumbing and Gas Piping Inspection Program helps ensure the safe installation of plumbing and gas piping systems in the City of Seattle and Unincorporated King County.

- Review plans
- Inspect during the work and before the work is covered up, and inspect after installation, all for code compliance.

Outcome:

Properly functioning plumbing and gas piping systems that protect public health and the environment

Output Units & Cost (2019-2020):

Est. Unincorporated King County Output

Volume: 3,955

- Residential Building: 3,700
- Commercial Building: 220
- Other: 35

Critical Quality Standards:

- Percent of applications completed within 24-hours of the request
- Percent of applications completed online
- Already built construction complaint volumes by month

Cost/hour: \$201.00 in 2019 & 2020

Biennial Cost (UKC): \$1.1 million

Notes:

- Forecast data is preliminary and approximate. The data based on 2014-17 on-site sewage system permit data provided by EHS. Forecast uses KC permit forecasts provided by EHS.
- Data Sources: EnvisionConnect, OnlineRME, and EBS. For costs and time, KC Board of Health Code Title 2 and 2014 EHS Permit Time and Fee Study.
- The permit application/service numbers for the Onsite Sewage Systems program are approximate only.
- The time per services provided varies significantly based on the site conditions and the type of inspection/plan.



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, **PHSKC** 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
OSS: New system design applications	Quality	Target response time: 7 weeks	UKC {target is for all UKC, if possible, will report actual performance at CSA level}
OSS: Surfacing sewer inspections	Quality	Target response time: within 7 days	UKC {target is for all UKC, if possible, will report actual performance at CSA level}
OSS: Vashon Marine Recovery Area Program	Quality	Target compliance rate: 75% of area in compliance	Vashon Marine Recovery Area
Plumbing & Gas Piping Inspections	Quality	Target response time: 48 hours	UKC {target is for all UKC, if possible, will report actual performance at CSA level}

APPENDIX C

ENVIRONMENTAL HEALTH SERVICES - KING COUNTY PUBLIC HEALTH

Type	Unit of Measure	Geography	Plan Q1	Actual Q1	Plan Q2	Actual Q2	Plan Q3	Actual Q3	Plan Q4	Actual Q4
Permitting										
	Budget	Quantity and quality								
OSS Design Applications	Number of Permits	Location TBD	TBD		TBD		TBD		TBD	
	Permit response time		7 weeks		7 weeks		7 weeks		7 weeks	
OSS Installation Permits	Number of Permits	Location TBD	TBD		TBD		TBD		TBD	
Remodel/New use Proposal OSS Reviews	Number of Proposals	Location TBD	TBD		TBD		TBD		TBD	
Subdivisions permit reviews	Number of Permits	Location TBD	TBD		TBD		TBD		TBD	
Subtotal Permitting	\$2,300,000									
Operations and Maintenance										
	Budget	Quantity and quality								
Surfacing sewage investigations	Number of investigations	Location TBD	TBD		TBD		TBD		TBD	
	Response time on sewer failures		Varies		Varies		Varies		Varies	
Time of sale inspections	Number of inspections		TBD		TBD		TBD		TBD	
Truck inspections (annual)	Number of inspections								Variable	
Certification of OSS professionals (annual)	Number of certifications								TBD	
Vashon Marine Recovery Area (semi-annual)	Compliance rate		75%				75%			
	# of parcels in the MRA									
Subtotal Operations and Maintenance	\$ 1,100,000									
Plumbing and Gas Piping Inspection										
	Budget	Quantity and quality								
Inspections	Number of inspections	Location TBD	TBD		TBD		TBD		TBD	
Inspections	Inspections complete in 48 hrs.		0.9		0.9		0.9		0.9	
Inspections	Applications complete on-line	Location TBD	TBD		TBD		TBD		TBD	
			75%		75%		75%		75%	
Subtotal Plumbing and Gas Piping	\$ 1,100,000									

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:</p> <p>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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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



King County

Local Services Initiative (LSI)

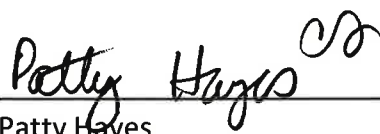
Service Partnership Agreement

This is an agreement between the Department of Local Services (*DLS*) and the Environmental Health Services Division of Public Health Seattle and King County (*PHSKC*) 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 *PHSKC* and *DLS*
- Development and/or refinement of inter-departmental protocols and systems to support the joint and shared accountability between *DLS* and *PHSKC* 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.



Date: 1.22.19

Patty Hayes

Director, Department of Public Health Seattle and King County



Date: 1-22-19

John Taylor

Director, Department of Local Services



Date: 1-22-19

Dow Constantine

King County Executive