



Service Partnership Agreements

DNRP-PARKS Agreement (version 7.0)

This is an agreement between the Department of Local Services (**DLS**) and the Department of Natural Resources and Parks, Parks Division (**DNRP-PARKS**) that defines the service expectations, performance monitoring and collaborative working relationship of the parties for a one-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 **DNRP-PARKS** and **DLS**,
- Development and/or refinement of inter-departmental protocols and systems to support the joint and shared accountability between **DLS** and **DNRP-PARKS** 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 **DNRP-PARKS** 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.

- **DNRP-PARKS** 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 **DNRP-PARKS** 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 **DNRP-PARKS**
- 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 **DNRP-PARKS** 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 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.

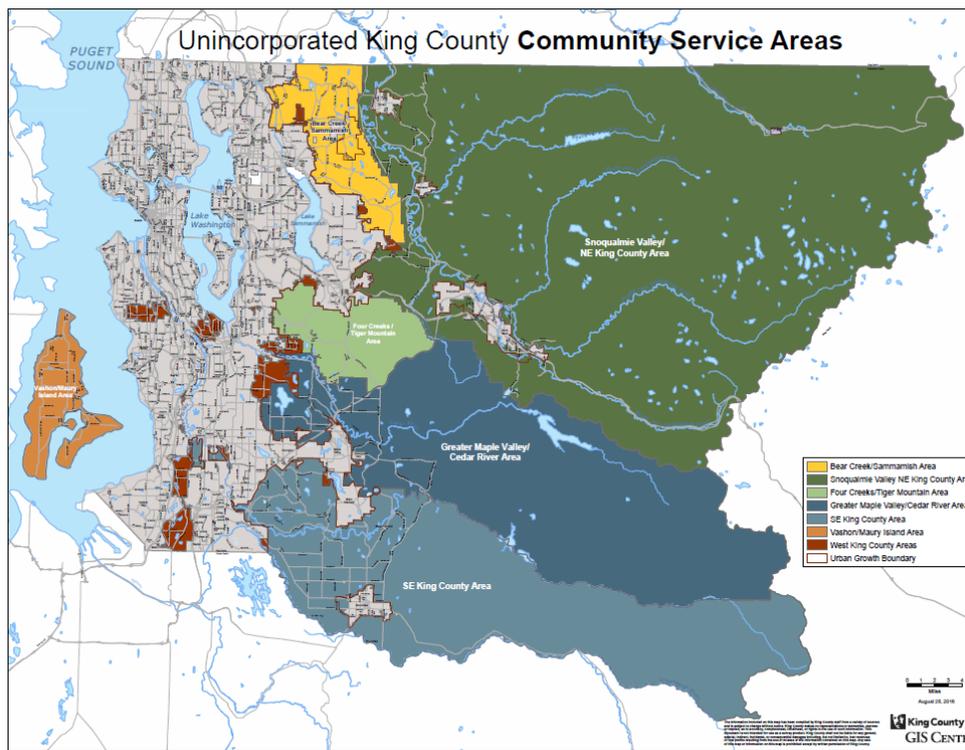
Informed. A role that is “Informed” is kept up to date on task completion. Charting this role helps to illustrate dependencies and ensures that transparency into task’s status exists. Identifying those who require status updates can be complex, so it is worthwhile to take the time to consult various 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 **DNRP-PARKS**, which are generally consistent with the service descriptions contained in the Parks Division'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**). This agreement is limited to the following **Local Services** provided by **DNRP-PARKS**:

1. **Passive parks**

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

- Parks acreage
- Parks acquisitions
- Capital improvements

Outcome:

- Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

Description:

Passive parks are properties designed for residents to use for recreational and contemplative uses that typically require low levels of maintenance and development.

2. **Local Active Parks**

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

- Active parks acreage
- Acquisition of active park acreage
- Capital improvements
- Partnerships
- Youth and amateur sports fund

Outcome:

- Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

Description:

Local active parks are properties that support independent, group and team activities that require a significant level of development, maintenance, operation and scheduling. Active parks typically have amenities such as ballfields, picnic shelters, and restrooms (as opposed to primitive toilets).

3. **White Center Teen Program**

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

- Hours

Outcome:

- Healthy communities as measured by public health metrics such as neighborhood crime, obesity rates, etc.
- Teens reduce risk-taking behaviors and increase positive behaviors, based on the Search Institute's Developmental Assets Model

Description:

The White Center Teen Program provides recreational programming for youths aged 12-19 from the White Center area and community groups for youth recreation. This program is based out of Steve Cox Memorial Park.

3.3 Service Level Commitments

Further, the **DNRP-PARKS** has made a commitment to meet the following service delivery obligations in UKC. **DLS** is committed to working with **DNRP-PARKS** 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 **DNRP-PARKS** 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 level or quality commitment for UKC
- Minimum service levels 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 will be less than the overall baseline service level for UKC overall.

For the services described above, **DNRP-PARKS** is committing to the quantity and/or quality standards identified in Exhibit 2. The specific commitment levels for each service are based on **DNRP-PARKS'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
Passive Park Facilities			
Local passive parks	Quantity	Acres available for use	UKC/CSA
Active Park Facilities			
Capital program delivery	Quantity	Delivery rate	UKC/CSA
Number of local active parks	Quantity	Number of local active parks	UKC/CSA
Recreation Services			
White Center Teen program	Quantity	Program Hours	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 **DNRP-PARKS** are committed to incorporating Lean Management and continuous improvement into their respective work programs. Toward this end, **DLS** and **DNRP-PARKS** 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 **DNRP-PARKS** 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 **DNRP-PARKS'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:

- **Parks Acquisition.** DNRP-PARKS has a goal of adding parks facilities and/or purchasing property for park use.
- **Capital Improvement Plan.** DNRP-PARKS will be making investments in park facilities through the implementation of its Capital Improvement Plan (CIP).
- **Youth and Amateur Sports Fund.** Annually KCP administers the Youth and Amateur Sports Fund. Working with DLS on outreach efforts to ensure that organizations are aware of the fund and the process to submit an application.
- **Fish Passage.** Parks will collaborate with all agencies engaged in efforts to address fish passage issues on Parks properties to ensure the most efficient use of resources.
- **Development of regional trails.** Responding to community needs and planning, building out regional trails is dependent on safe crossings and critical connections. To ensure trails within the UKC are successful, collaboration with Roads is critical.
- **Project Play.** A collaborative effort of **DNRP-PARKS**, the University of Washington, and the Aspen Institute. It is a cross sector collective impact strategy designed to evaluate the availability, quality, and accessibility of parks, fields, and programs for youth to engage in physical activity. The landscape analysis will help identify gaps and opportunities across the King County region to improve health equity and inclusion through physical activity. When completed, this analysis will be a key tool in identifying strategic investments and evaluating grants for the Youth and Amateur Sports program.

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 **DNRP-PARKS**, the Parks Assistant Director

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 **DNRP-PARKS** 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							DNRP-PARKS								
	SP 5 STEERING COMMITTEE	DLS DIRECTOR	Deputy Director	SPA Manager	Finance Director	Communications Mgr	Intergovernmental Mgr	DNRP Director	Parks Division Director	Parks Assistant Director	BDP Manager	CIP Manager	CPLM Manager	Budget/Finance	Intergovernmental Mgr	Communications
Advancing Policy, Priorities and Process Improvements																
EE/ESJ Parks Acquisitions		C	C	C	I	I	I	I	(A)	C					(R)	I
EE/ESJ Youth and Amateur Sports Fund		C	C	C	I	I	I	I	(A)	C	(R)					I
EE/RR Development of regional trails		C	C	C	I	I	I	I	(A)	C		(R)				I
EE/ESJ Project Play		I	C	C	I	I	I	I	(A)	C	(R)					I
EE/RR Fish Passage		C	I	C	I	I	I	I	(A)	C		(R)				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
 - Accountable person
 - 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 **DNRP-PARKS** 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 **DNRP-PARKS** will meet quarterly to review operational-level information about progress toward meeting the service level commitments identified in Section 3.3. **DNRP-PARKS** will be responsible for generating the relevant reports supporting **DLS**'s use in subsequent analyses and reporting. In addition, **DNRP-PARKS** 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 **DNRP-PARKS** to support **DLS**'s reporting responsibilities is included as **Appendix C**.

5.2 Reporting Requirements (Policy)

In addition to the ongoing operational review process, **DLS** and **DNRP-PARKS** 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 **DNRP-PARKS**, 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 DNRP-PARKS (**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 **DNRP-PARKS** 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 **DNRP-PARKS** 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 & DNRP-PARKS 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, **DNRP-PARKS** 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 **DNRP-PARKS** 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 a primary point 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 **DNRP-PARKS**, the Parks Assistant Director

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

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 **DNRP-PARKS** and that the LSI Implementation efforts encompass a wide range of organizational, structural and policy changes, there are several activities that will be undertaken under this agreement, whose primary purpose is 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 **DNRP-PARKS** 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.

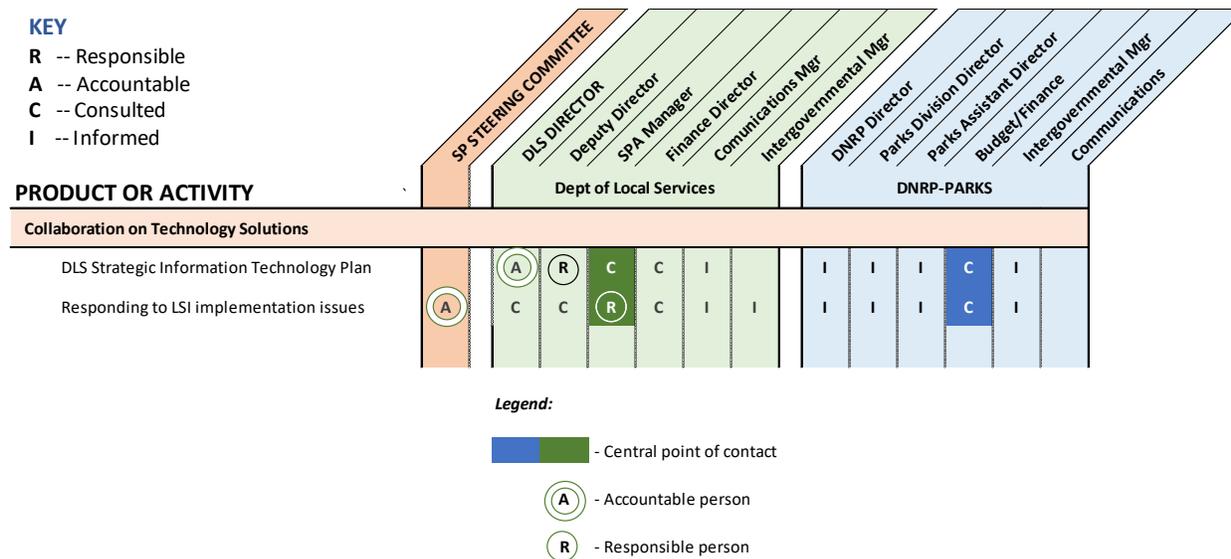
As such, **DNRP-PARKS** agrees to participate in the development of the IT Plan by assigning relevant staff to an inter-departmental working group that will work with consulting and report to the SPA Steering Committee.

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 DNRP-PARKS**, the Parks Budget/Finance Manager

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

EXHIBIT 5: LSI IMPLEMENTATION ACTIVITIES, ROLES AND RESPONSIBILITIES



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 **DNRP-PARKS** are committed to the following approach to operationalize activities related to this agreement:

- **DNRP-PARKS** 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 **DNRP-PARKS** 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 **DNRP-PARKS** 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 **DNRP-PARKS** 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 **DNRP-PARKS** 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 **DNRP-PARKS** interests are likely to overlap. **DLS** and **PARKS** 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 **DNRP-PARKS** 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.

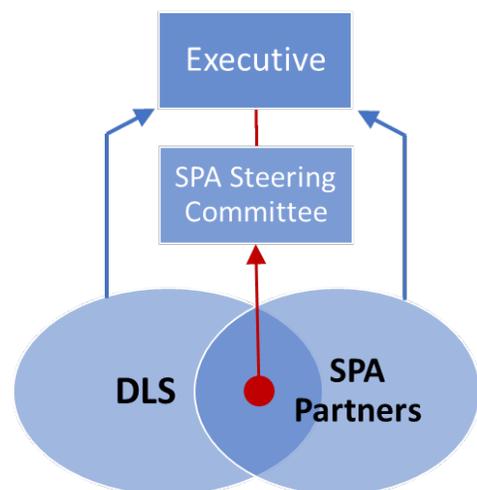
Toward this end, a Peer-to-Peer Accountability Framework will be used to operationalize the accountability goals embedded in the Local Services Initiative.

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 **DNRP-PARKS** 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.

APPENDIX A

Product Catalog: DNRP - Parks and Recreation Division

Product: Local Passive Parks

Description:

Passive parks are properties designed for residents to use for recreational and contemplative uses that typically require low levels of maintenance and development.

Outcome:

- Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

Output Units & Cost (2019-2020):

- Est. Units: 420 acres/~20 sites
- Est. Cost: \$1.4 million
- \$3,400 per acre

Critical Quality Standards*:

- Fewer invasive & noxious weeds
- Trees planted
- Volunteer engagement

*Metrics are system-wide numbers, these are not tracked by park or local service area.

Product: Local Active Parks

Description:

Local active parks are properties that support independent, group and team activities that require a significant level of development, maintenance, operation and scheduling. Active parks typically have amenities such as ballfields, picnic shelters, and restrooms (as opposed to primitive toilets).

Outcome:

- Healthy communities as measured by public health metrics such as air quality, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

APPENDIX A

Output Units & Cost (2019-2020):

- Est. Units: 790 acres/~30 sites
- Est. Cost: \$8.4 million
- \$10,600 biennial per acre

Critical Quality Standards:

- Conduct monthly inspections on all play structures and exercise equipment to identify potential hazards, maintenance concerns, and replacement

*Metrics are system-wide numbers, these are not tracked by park or local service area.

Product: Programs

Description:

The White Center Teen Program provides recreational programming for youths aged 12-19 from the White Center area and community groups for youth recreation. This program is based out of Steve Cox Memorial Park.

Outcome:

- Healthy communities as measured by public health metrics such as neighborhood crime, obesity rates, etc.
- Improved public use as measured by customer and stakeholder surveys

Output Units & Cost (2019-2020):

- Est. Units: 2,400 biennial hours
- Est. Cost: \$3.0 million
- \$1,250 Per hour

Critical Quality Standards:

- Summer Sack Lunch participants



Appendix B: Service Commitments

DNRP-Parks 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, **DNRP-Parks** 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.

2019 PROGRAM, SERVICE OR FACILITY COMMITMENTS

	Type	Commitment	Geography
Local passive park facilities	Quantity	420 acres to serve local UKC residents	Mix of urban and rural acreage in UKC (see KC Local Parks and Open Space Facilities table below)
White Center Teen Program	Quality	1,200 annual program hours	West King County: North Highline CSA
Active Park	Quantity	30 facilities focused on local UKC needs	Mix of urban and rural facilities for recreation or multi-use in UKC (see KC Local Parks and Open Space Facilities table below)

2019 DNRP-PARKS CAPITAL PROJECTS

Capital program delivery	Budget	Planned Completion	Geography
Building Structure Program - ADA access	\$133,000	Qtr 3, 2019	Marymoor Cottage (Non-CSA)
Utility Program - Culvert & Surface water drainage improvement. Water system study.	\$350,000	Qtr 4, 2019	Cougar Mt.(Four Creek/Sammamish Area), Northshore (Bear Creek/Sammamish Area), Marymoor Park(Non-CSA)
Marymoor Park - Concert Roof inspection, Solar Energy Light study, Parking data management system	\$147,000	Qtr 4, 2019	Marymoor Park(Non-CSA)

Capital program delivery	Budget	Planned Completion	Geography
Parking lot & Pathway Rehab Program	\$469,000	Qtr 4, 2019	Tolt (Snoqualmie Valley NE King County Area), Dick Thurnau (West King County Area), Five Mile (West King County Area), Maplewood (West King County Area)
Restroom Program	\$500,000	Qtr2, 2020	Coalfield (Four Creek/Sammamish Area), Steve Cox (West King County Area)
Dock Rehab Program	\$500,000	Qtr 4, 2019	Countywide
Green River Trail Extension - Preliminary design for the Green River Trail to make an important connection to the Duwamish River Trail	\$400,000	Qtr 4, 2019 (only for Preliminary design)	Green River Trail site (West King County Area)
Maury Island - Contamination Cleanup	\$1,500,000	Qtr1, 2020	Maury Island (Vashon/Maury Island Area)
Regional Trail Surface Program - ADA gravel shoulders	\$80,000	Various (Qtr2 2019 - 2021) * One project (Derby) doesn't have funding yet for construction	Woodin Creek Parks (Non-CSA), Northshore Athletic Fields (Bear Creek/ Sammamish Area)
Regional Trail System Mobility Connections - Coordinating with Sound Transit on potential impacts and opportunities on/for Marymoor Park and regional nonmotorized trail facilities during Sound Transit's design process for the Downtown Redmond Link Extension project.	\$20,000	On going	Marymoor Park(Non-CSA)
RTS & CIP Mitigation & Monitoring (Compliance) - General maintenance and monitoring of landscaping and mitigation sites along the RTS and Capital Project	\$43,000	Qtr 4, 2019	Marymoor Park(Non-CSA)
Skyway Park	\$1,100,000	Qtr 1, 2020	Skyway park (West King County Area)
Small Capital Program - Small upgrade/rehabilitation to be done by in-house crew	\$259,000	Various (Qtr2 2019 - 2020)	Five Mile Lake (West King County Area), Greenhouse (Maple Valley/Cedar River Area), Little Lake (SE King County Area), Duthie Hill (Snoqualmie Valley NE King County Area)

Capital program delivery	Budget	Planned Completion	Geography
Steve Cox	\$230,000	Qtr 2, 2019	Steve Cox (West King County Area)
Foothill Regional Trail	\$5,000,000	Qtr 2, 2020	Foothill Regional Trail (SE King County Area)
Green to Cedar River Trail	\$500,000	2021 (Seg A only)	Green to Cedar River Trail (Greater Maple Valley/Cedar River Area)
Trailhead Dev & Access Program	\$631,000	Various (Qtr2 2019 - 2021)	Pinnacle Peak SE King County Area), Cougar Squak & Cougar Precipice (Four Creeks/Tiger Mountain Area), Cedar Grove Road Trail (Greater Maple Valley/Cedar River Area), Maury Island (Vashon/Maury Island Area)
Playarea Rehab Program	\$64,000	Qtr 1, 2020	Skyway & Petrovitsky Park (West King County Area),
Bridge & Trestle Program Bridget and Trestle Maintenance and repair program	\$1,055,000	Qtr 4, 2019	Various (Snoqualmie Valley NE King County Area, Greater Maple Valley/Cedar River Area)
Parks Facility Rehab Parks Emergent capital maintenance needs	\$385,000	Qtr 4, 2019	Petrovitsky, Steve Cox (West King County Area), Berrydale Shop (SE King County Area)

KING COUNTY LOCAL PARKS AND OPEN SPACE FACILITIES (2019)

Name	Use	Acres	CSA	
Bingaman Pond Natural Area	Natural Area	16.72 (1.05)		Urban
Boulevard Lane Park	Multi-use	30.28		Urban
Bridle Crest Trail Site	Recreation	1.51 (.56)		Urban
Bryn Mawr Park	Recreation	4.81		Urban
Camelot Park	Multi-use	18.08		Urban
Cedar Creek Park	Multi-use	77.97		Rural
Coalfield Park	Multi-use	19.81		Rural
Cottage Lake Park	Multi-use	20.63		Rural
Dockton Park	Recreation	20.76		Rural
Dick Thurnau Memorial Park	Recreation	33.42		Urban
Duvall Park	Multi-use	24.50		Rural
Echo Lake Interchange Site	Natural Area	7.75		Rural
Fall City Park	Multi-use	27.54		Rural
Fall City Park West	Multi-use	33.36		Rural
Five Mile Lake Park*	Recreation	25.15		Urban
Flaming Geyser Park	Multi-use	104.34		Rural
Gold Creek Park	Recreation	34.68		Rural
Hamm Creek Natural Area	Natural Area	3.88		Urban
Hollywood Hills Equestrian Park	Recreation	7.29 (12.24)		Rural
Honeydew Park	Multi-use	0.15		Urban
Hyde Lake Park	Multi-use	25.49		Rural
Instebo Park	Recreation	0.69		Rural
Kathryn Taylor Equestrian Park	Recreation	25.95		Rural
Lake Desire 2 Natural Area	Natural Area	1.10		Urban
Lake Francis Park	Recreation	9.66		Rural
Lake Geneva Park	Recreation	18.64		Urban
Lake Joy Park	Recreation	0.74		Rural
Levdansky Park	Recreation	17.27		Rural
Maple Valley Heights Park	Recreation	2.95		Rural
Maplewood Heights Park	Recreation	19.16		Urban
Maplewood Park	Recreation	44.61		Urban
May Creek Park - County	Natural Area	47.29		Urban
May Valley Park	Recreation	54.27		Rural
Mirrormont Park	Multi-use	10.82		Rural
North Green River Park	Multi-use	104.92		Urban
North Shorewood Park	Recreation	6.26		Urban
Northshore Athletic Fields	Recreation	19.08		Rural
Novelty Hill Little League Fields	Recreation	6.63		Urban
Ormes Hill Park Site	Multi-use	9.55		Urban
Preston Park	Recreation	0.56		Rural
Quigley Park	Recreation	0.51		Rural
Ravenhill Open Space	Multi-use	25.68		Rural
Ravensdale Park	Recreation	42.47		Rural
Redmond Ridge Park	Recreation	10.00		Urban
Renton Park	Multi-use	19.09		Urban
Sierra Heights Park	Recreation	8.30		Urban
Sixty Acres Park	Recreation	89.69		Rural
Skyway Park	Recreation	23.40		Urban
South County Ballfields	Recreation	21.16		Urban
Sunset Playfield*	Recreation	13.95		Urban
White Center Heights Park	Recreation	6.38		Urban
Whitney Bridge Park	Multi-use	29.82		Rural

Source: King County Open Space Plan 2016 Update



Appendix C: Reporting information

PARKS - APPENDIX C											
Type	Unit of Measure	Geography	Plan Q1	Actual Q1	Plan Q2	Actual Q2	Plan Q3	Actual Q3	Plan Q4	Actual Q4	
Local Passive Parks											
Parks Acreage	Quantity	Acres	UKC/CSA								
Total passive Parks acreage											
Capital Projects	Quantity	Project Completion	UKC/CSA								
Projects to maintain or improve park utility and encourage use											
Parks Acquisition	Quantity	Acres acquired	UKC/CSA								
New park land acquired											
Local Active Parks											
Capital Projects	Quantity	Project Completion	UKC/CSA								
Projects to maintain or improve park utility and encourage use											
Parks Acquisition	Quantity	Acres acquired	UKC/CSA								
New park land acquired											
Recreation Services											
White Center Teen Program	Quantity	Program Hours	UKC								
Volunteer Hours	Quantity	TBD	UKC								
Other											
Noxious Weeds	Quantity		UKC								
Trees Planted	Quantity	Number of trees planted	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:</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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<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																			
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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 Department of Natural Resources and Parks, Parks Division (**DNRP-PARKS**) that defines the service expectations, performance monitoring and collaborative working relationship of the parties for a one-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 **DNRP-PARKS** and **DLS**,
- Development and/or refinement of inter-departmental protocols and systems to support the joint and shared accountability between **DLS** and **DNRP-PARKS** 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: 1-22-2019

Christie True
Director, Department Natural Resources and Parks

Date: 1-22-19

John Taylor
Director, Department of Local Services

Date: 1-22-19

Dow Constantine
King County Executive