

**2011**

**King County**

**Real Property Asset Management Plan**

**Prepared by:  
Facilities Management Division  
Kathy Brown, Division Director**

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# King County Real Property Asset Management Plan

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The King County Real Property Asset Management Plan (the Plan) is a policy guidance document for the management of King County's real property assets. It is intended as a sub element of the public facilities element of the King County Comprehensive Plan and the Capital Improvement Plan, and includes space standards, current and future space needs, a policy framework regarding county facility development, and the county facility planning work program. Because the County's facilities and real properties support the range of county activities and services, the Plan interrelates with policy guidance and planning across county operations. However, the Plan is fundamentally the policy guidance document for the management of the County's real property asset portfolio; to the extent that the Plan conflicts or contradicts with other county declarations of operational policy, e.g. in ordinance, Code, or Council-approved plans, those plans supersede this Real Property Asset Management Plan.



**2011  
King County  
Real Property Asset Management Plan**

**Volume I of III**

**Real Property Asset Management Policies,  
Practices and Strategies,  
2011 Work Space Survey**

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## **Volume I: Real Property Asset Management Policies, Practices and Strategies; 2011 Work Space Survey**

### **Section 1: Executive Summary**

#### *Introduction:*

The 2011 King County Real Property Asset Management Plan (the Plan) comprehensively addresses the County's management of its real property, including workspace planning. The Plan is a high level plan outlining and guiding the real property asset component of the King County Strategic Plan 2010-2014 (Strategic Plan), linking real property management with the Strategic Plan's principles, delivery goals, and priorities. The Plan expands on previous editions of the King County Space Plan, providing a foundation for reducing the County's overall building footprint, reducing costs, and preserving county services. The Plan recommends a series of near term departmental moves and consolidations to improve space efficiency, strategies and policies to focus the County efforts for greater performance of our real property assets.

#### *The Real Property Asset Management Plan*

The Real Property Asset Management Plan consists of three volumes:

- Volume I: Real Property Asset Management Policies, Practices, and Strategies
- Volume II: Short Term Space Planning and Moves Responding to the Economic Realities of King County
- Volume III: Appendices

#### *The Real Property Asset Management System*

The Plan addresses the components of real property asset management system, recognizing that real property activities are interwoven. Volume I identifies the characteristics and requirements of the activities performed by the County related to management of real property: portfolio management, operations and maintenance, environmental sustainability, and disaster preparedness and security. Policy changes are recommended that bring forward the connections among the different system components. Volume III's Appendices contain the background legal framework driving many of the County's real property management activities.

#### *Data-Driven Decision making*

The Plan also meets FMD's responsibility for producing actionable data to help guide planning and decision-making regarding workspace utilization. Taking advantage of the comprehensive information provided by county departments and agencies with the 2011 Space Survey, the Plan provides recaps of departments' evaluations of existing work spaces, identifying emerging changes in space needs. The Plan lists the elements of facility cost charges for 21 of the County's major facilities, and includes an analysis of the space utilization for seven multi-tenant

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county office buildings, providing occupancy costs per FTE for each tenant department. By “sizing the prize”, that is how much underutilized space is in the seven buildings, the Plan reveals the “lost opportunity cost” borne by the County for such space – and sets targets for improving space utilization and overall efficiency in the County’s major office buildings.

## *Increased County Collaboration*

Within Volume I and Volume II are recommended actions and strategies to increase the efficiency, effectiveness, and overall performance of the County’s real property portfolio. As summarized in the Space Survey chapter in Volume I, FMD staff held a series of workshops reviewing the cost and efficiency assessment data and potential short term move planning with county leaders. Utilizing these new measures and tools, informed departments need to partner with FMD to improve the productivity of their work spaces. The Plan presents a number of initiatives to increase collaboration among departments to get the most out of county buildings.

## *Providing Future Flexibility*

Fostering new approaches to the County’s real property management challenges must take into account short term and long term demands. By highlighting the components of the County’s real property asset management system, the Plan connects the County’s long term needs with correlated factors: technology, transportation, and increased employee productivity. The Plan recommendations build flexibility to meet the future requirements of the County’s changing facility needs.

Simultaneously, the County needs to move quickly to consolidate and co-locate departments to save King County departments money, to better utilize existing work space and potentially, to dispose of unneeded county facilities. Volume II’s short term plan provides a roadmap to vacate the County’s Yesler and Blackriver Buildings to reduce facility overhead, increase efficiency, and save money.

The need for careful planning and management of King County’s real property assets has never been greater. Constant financial pressures necessitate creative initiatives that will reduce the County’s overall building footprint, reduce costs, and preserve county services, while building for future flexibility and emerging needs. The Plan is an advantageous step in moving toward a more sustainable King County.

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## Section 2: Real Property Asset Management Plan

### *Introduction – Report Roadmap*

Never, in the history of King County, has the need for careful planning and management of King County real estate assets been more critical. At a time when global, national, and local economic factors have significantly reduced government resources, King County population continues to grow, and taxpayers expect and demand continuation of government services. By consolidating government functions and work spaces and carefully deciding which properties and buildings to retain, millions of dollars in annual maintenance and operation costs can be saved, freeing up scarce financial resources for critical government services. With this in mind, staff from the Department of Executive Services (DES) Facilities Management Division (FMD) has prepared this comprehensive plan, the Real Property Asset Management Plan for managing King County real property assets.

Managers of the public's real property assets face many new challenges. Technology is advancing rapidly and social changes are diversifying community needs, even as King County's financial resources are diminishing. Guided by the 2010-2014 King County Strategic Plan, county departments and agencies are revising their products and work processes. The role of King County's Real Property Asset Management Plan is to support and enable the delivery of services to the public in an effective and efficient manner consistent with the King County Strategic Plan.

Given these many new challenges, this 2011 King County Real Property Asset Management Plan (the Plan) departs from the approach in previous County Space Plans. The Plan includes all the components of real property asset management, i.e., planning, monitoring, acquisition and development, operations and maintenance and surplus. The Plan has three volumes.

- Volume I provides the Plan's vision and mission, policies, practices and strategies as well as the results of the 2011 Workspace Survey.
- Volume II provides the Short-Term Space plan addressing recent and proposed consolidations and the related policy drivers.
- Volume III provides the Appendices.

Volume 1 Section 1 provides the Plan's Executive Summary. In order to be better prepared to respond to future needs, Section 2 describes the Plan's components and lists the Plan's vision, and mission. Building on the external and internal challenges reported in the Strategic Plan, a set of challenges specific to real property asset management over the next five years has been developed.

Section 3 provides a policy framework for the County's real property asset management activities. Section 4 provides for each real property asset management component, critical data

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and a high level description of how the County’s property assets are managed, operated, and maintained – including high-level goals and objectives. Section 5 provides a description of general government buildings owned and leased and details the County’s building occupancy costs with a snap shot of the County’s owned and leased facilities where employees work detailed in the following section.

Section 6 provides the results of the 2011 Space Survey – where King County agencies and departments described their business plans, assessed their work spaces and discussed the change drivers affecting their workspace needs. The section includes additional metrics regarding facility costs, alongside building, staff, and square footage data. Workspace performance measures are provided for the seven major county office buildings with the results showing the impact on recent county downsizing and the potential for improved utilization. The section also describes trends in the work place.

Section 7 outlines the overarching strategies needed to position the County maximize the benefits obtained from the County’s the real property asset management portfolio.

In addition to policies Volume 2 Short-Term Space Planning and Moves provides current locations and opportunities for savings, emerging space needs, short-term space plans, and cost savings assumptions and move cost estimates.

Previous Space Plan iterations summarized the guidance within major reports and Facility Master Plans (FMPs) in an introductory section; this Plan includes authorities and responsibilities within the chapters detailing the components of Real Property Asset Management. Further detail on the various legal authorities is in Appendices B through E.

There is major departure in this Plan from previous Space Plans regarding staff forecasting. Previous consultant reports have recommended inclusion of a long-term projection for full time equivalent position growth presented for one, three, five and ten years into the future. However, the County’s ongoing financial constraints resulting in continuing staff reductions render the exercise problematic. This Plan focuses on the impact of the County’s recent downsizing and improved use of existing office space through consolidations and asset management. Should the County reverse course, the policies proposed in Section 3 and the workspace performance metrics proposed in Section 6 will ably guide any increases in space needs.

The Plan also provides information important to the Capital Facility Plan Element of the 2008 King County Comprehensive Plan (KCCP) with the 2010 update. The KCCP is the guiding policy document for all land use and development regulations in unincorporated King County, and for regional services throughout the County including transit, sewers, parks, trails and open space. The Plan comports with the relevant policies included in the 2010 update.

The information presented is current “point in time”. The management of real property assets is, by its nature, dynamic and continuous. In response to the public and tenant needs, changes can occur quickly in priorities and work space needs. Managers of King County’s buildings must respond to a multitude of unanticipated problems and emergencies; for example, building system failures, extreme weather events and security threats.

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This Plan will be continually updated and monitored as future events dictate.

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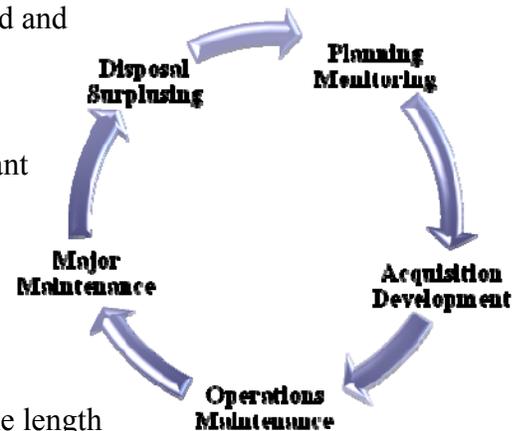
## *What is a real property asset?*

An asset is an item of value that generally is expected to have a life longer than one year. Real property assets are commonly defined as land, buildings, infrastructure and equipment. The County's real property assets are to support and enable delivery of services to the public. These assets consume significant resources to acquire, to develop and to keep operational and maintained over their expected life.

As shown in Figure 2 each asset has a life cycle;

- ✓ the planning and monitoring phase identifies need and ensures an efficient asset portfolio;
- ✓ the acquisition/development phase obtains assets required for service delivery;
- ✓ the operations and maintenance phase meets tenant needs and minimizes facility downtime;
- ✓ major maintenance phase extends the asset's useful life, and
- ✓ the disposal/ surplusing phase is initiated when as asset is no longer needed.

Figure 1  
Real Property Asset Life Cycle



Real property asset management is a continuous process over the length of the whole life cycle of an asset. The life cycle phases are interwoven; each phase can impact another. Investment decisions in the design of the heating, ventilation and air conditioning system can directly impact the level of maintenance needed during the life of the asset. Inadequate maintenance levels can trigger early replacement of building systems. Each phase needs to be carefully managed in order to extend the useful life of the asset bringing maximum benefit to the public.

The life cycle approach to the management of a real property asset requires an understanding of the interdependencies of each phase and drives a long-term view when decisions are made.

## *What is a real property asset management plan?*

The Real Property Asset Management Plan (the Plan) is a high level plan outlining and guiding the real property asset component of the King County Strategic Plan. The Strategic Plan describes what services the County provides, the results the County is trying to achieve for the community, the emerging and strategic issues that may impact service delivery, the major risks that might prevent the County from completing its results, major strategies or initiatives to ensure organizational capability and how performance will be reported.

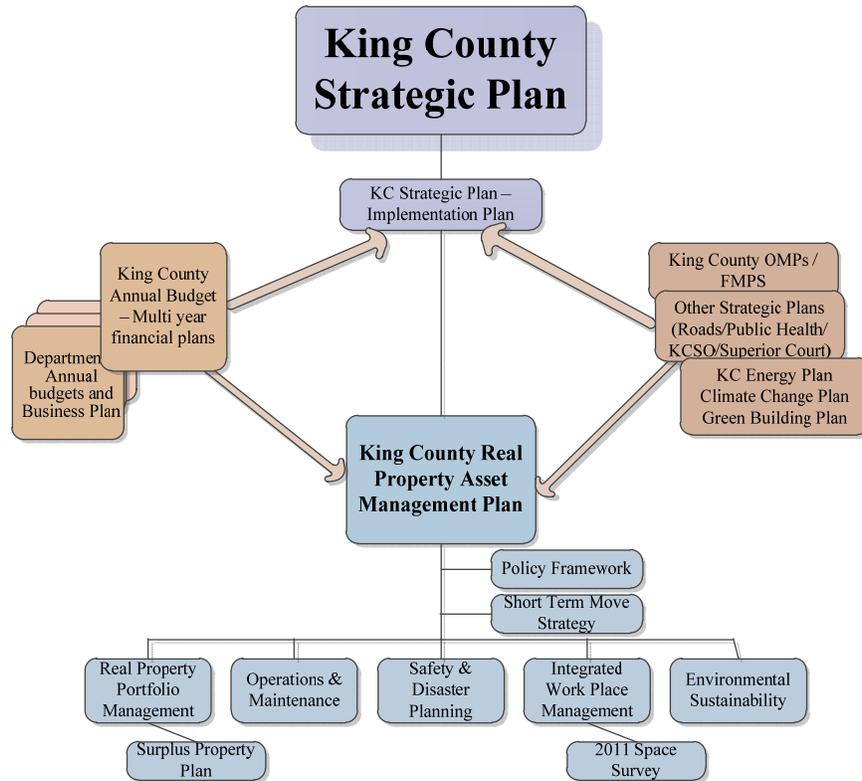
As shown in Figure 3 below the Real Property Asset Management Plan is also informed by Council and Executive actions:

- Adoption of the County's annual budget and multi-year financial plan;
- Council adoption of operational master plans and facility master plans; and;

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- Executive approval of agency/departmental strategic and business plans.

Figure 3 King County Strategic Plan Linkages



The Plan serves as a baseline to show progress and transparency for the implementation of approved policies and strategies. The plan informs policy, operational and budget decisions and provides a structure to enable oversight and management of the County's real property asset management. It provides direction and a policy framework for county property and facility managers.

The Plan provides the following:

- The mission and vision,
- The challenges facing the County's real property assets,
- A policy framework for the County's Real Property Asset Management Plan.
- A prioritized list of short-term actions to be taken to improve county work space utilization and save money,
- The goals and objectives for major asset management components
  - ✓ real property asset portfolio management,
  - ✓ operations, maintenance and major maintenance,
  - ✓ the integrated work place management,
  - ✓ environmental sustainability, and,
  - ✓ safety & disaster planning.

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- An assessment of the office space utilization for the major general government office buildings,
- The identification of real property owned and leased by the County,
- A projection of future capital needs,
- A prioritized list of short-term actions to be taken to improve county work space utilization and save money, and
- A recommended list of strategies to address the challenges and future county asset needs.

Compared to all other decisions an organization makes (and costs it incurs), facilities:

- Can be expensive to build and operate,
- Can take years to plan, design or develop and make operational,
- Can last for multiple generations,
- Can dramatically impact the County's efficiency and effectiveness, and
- Cannot be specifically scaled up or downsized (unlike staff or equipment, which can usually be added or divested comparatively quickly).

Nearly every organization wants its facilities to be cost competitive, be time responsive and be sufficiently agile to accommodate change.

The County's strategic real property asset management planning entails understanding the County's business strategies and developing facilities plans that support the strategies. To be truly strategic, real property asset managers must:

- Understand the County's current strategic plan and the facility implications,
- Anticipate a range of business possibilities over the coming decades (changing service delivery options, changing product/service lines, changing demographics of the workforce, etc. ),
- Identify the range of facility solutions that may be needed, and,
- Develop alternative solutions or approaches for accommodating these alternatives.

International Facility Management Association. - 2007

Trend Number 1:

Linking facility management to strategy—including workplace culture and branding

The customers of King County's real property assets are the people who visit, use, and depend on those properties: elected officials, county employees, county residents, and visitors. As stewards of the County's real property assets – its buildings and other properties – FMD values the customer service goals of the King County Strategic Plan. By focusing on the individuals who utilize our real properties, FMD strives to reflect service excellence in our management of the County's real property asset portfolio.

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## *Real Property Asset Management Plan Vision, Mission and Core Values*

This section provides the vision, mission and core values for the Plan. The vision describes a picture of what the Executive would like to achieve with the Plan. By definition the vision is stable, very long-term, and difficult to achieve. The mission statement states the purpose of the Plan in terms of preferred outcomes. The core values are what are truly important in the way the Plan is managed.

### **Vision**

King County's community-centered, sustainable workplaces facilitate excellent public services.

### **Mission**

The County is recognized for planning, developing, and managing excellent facilities supporting the County's delivery of quality public services.

### **Core Values**

1. Excellence: Enthusiastically delivering quality services to customers while consistently seeking to improve those services through creativity and innovation.
2. Communication: Maintaining and improving customer communication from "front end" understanding of customer needs and wants through "back end" customer satisfaction and opportunities for improvement.
3. Teamwork: Working together collaboratively; valuing individuals and their contributions to the team; and treating each other with respect and dignity.
4. Process: Developing, marketing, and delivering services through processes that are clear, transparent, easy to understand, expeditious, and cost-effective.
5. Credibility and Trust: Consistently emphasizing building and maintaining credibility and trust with our partners through effective, transparent, service-oriented work.
6. Stewardship: Conducting the County's business in an environmentally, socially, and economically responsible manner that is reflective and protective of the public trust placed in us as stewards of the County's real property assets.

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## *What are the challenges the King County Real Property Asset Management faces in the near and long-term?*

To be better prepared to respond to future needs, the Plan aligns its policies, goals and objectives with the King County Strategic Plan. Building on the external and internal challenges reported in the Strategic Plan (Appendix A), a set of strategic challenges specific to real property asset management over the next five years has been developed. These challenges augment the challenges included in the King County Strategic Plan.

Fiscal constraints: As detailed in the Strategic Plan fiscal constraints will continue to be a strategic driver for all of King County. King County has and will continue to face significant budget gaps for the foreseeable future. As property managers we must maintain an asset portfolio responsive to county needs and seek reasonable return on investments no longer needed. As facility managers we must seek ways to reduce occupancy costs striking a balance to responding to tenant requests; to performing preventative maintenance work and to completing major maintenance work. We also must develop new facilities that increase the benefits to our customers while keeping life cycle costs neutral. Staffing levels are also impacted by the fiscal constraints. As pressure continues to reduce expenditures, examining work processes and identifying potential waste becomes a high priority. The continued ability to adequately operate and maintain the county facilities to ensure their useful life under the County's fiscal constraints becomes more challenging.

King County Product Emphasis: King County is retooling the way it manages the services provided and the work performed with heightened emphasis on the products the County produces. This emphasis focuses attention on outcomes - the end-result of a process or activity. The County's property and facility managers must focus on ways to manage our products, i.e., buildings and property, in a manner that supports and enables our customers/tenants to create their products with greater value for less cost. It is critical that real property asset managers link the County's real property asset portfolio to the agency/departmental products.

Service Delivery Is Changing: County agencies are developing new and more cost effective ways to deliver services. As noted in the Strategic Plan, King County's customers are changing in several important ways. Demographic changes mean King County is serving a more diverse population than ever before. King County now has 23 percent of its population speaking English as a second language with up to 100 different languages spoken. As the County's population concentrates in the cities, reaching and providing local services to the unincorporated area has triggered changes in facility needs. Service providers are also noticing that the populations they serve are concentrating in the south end of King County. The County's property and facility managers must align our products, i.e., the property and facilities we own/lease/and maintain, with the changes in service delivery needs.

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Technological Advancements: The general public's willingness to embrace technology as a way to enhance their well-being and to incorporate a constantly changing array of new technology challenges the County's service providers and facility managers to do the same. County service providers are expanding their use of E – Business, thereby lessening the need for direct customer contact. Employees are increasing their use of technology to work with other employees. County facility managers must leverage technology for more efficient facility operations. This becomes more challenging given the often high cost of incorporating new technology into the work place. The challenge is to know when to invest and how to use the technology to reduce overall costs.

International Facility Management Association. - 2007

Trend Number 5:

Emerging technology—changing user/tenant needs, changing building technologies, Building Information Modeling, Integrated Workplace Management Systems, underutilization of current technology, obsolescence.

Real Property Asset Realignment: As a result of recent King County Sheriff's Office reorganizations designed to improve service delivery to the unincorporated areas and contract cities, the Executive and Sheriff are proposing that selected County facilities be closed and surplus. Similarly, the Executive and District Court are proposing that District Court functions in the Kent area be consolidated into the Maleng Regional Justice Center, and that the District Court Aukeen Courthouse be sold to the city of Kent. A focused effort is underway to further consolidate county functions as the County downsizes. As more county agencies/departments plan to locate near the customers they serve or to more accessible areas, county facilities will likely close. As the needs of county agencies/departments change, the impact can be significant on facility operating and maintenance staffing.

Uncertainty Regarding Public Health Funding: Because both federal and state funding of the county's public health programs is uncertain for the next fiscal year, the impact on the county's owned and leased work space remain in flux. As a result, FMD is anticipating changes to the Public Health portion of the King County real estate portfolio; however, the exact nature of these changes and related impacts to staffing for the county's facilities operations and maintenance is uncertain.

How We Work Together is Changing: The increased use of teams and cross unit work places more pressure for improved communication and information flow. This creates a need for a greater variety of meeting spaces and more mobile supports. There is a greater use of dispersed work groups increasing the use of video conferencing, conference calls, and live meetings via the internet. Continual reorganizations and restructuring give greater emphasis for flexible infrastructure and mobile furnishings and technologies.

Sustainability in the Work Place: The County's 2010 energy policy sets a goal of reducing energy use in county buildings and facilities from 2007 baseline levels by 20% by 2012. The County's policy is to maintain environmentally sustainable county buildings. Investing in

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energy management is now a functional requirement in order to gain the anticipated savings in occupancy costs. Employee involvement plays an important role to realize the County's sustainability goals.

Equity and Social Justice Initiative: This initiative gives importance to locating and managing our facilities in a manner that enables individuals and communities to access the determinants of equity thereby reaching their full potential. Determinants of equity means the social, economic, geographic, political and physical environment conditions in which people in our County are born, grow, live, work and age that lead to the creation of a fair and just society. As the County manages and enhances its real property assets and work places, it is essential that changes support the County's equity and social justice initiative.

Regulatory Changes: Enhancements and changes to the Americans with Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), and the Occupational Safety and Health Act (OSHA) can impact the workplace. For example, a Fair Labor Standards Act (FLSA) amendment within the 2010 Healthcare Reform Act requires employers with 50 or more employees to provide a clean, safe, and private space other than a bathroom for breastfeeding mothers use to express breast milk. Similarly, full implementation of the County's National Pollutant Discharge Elimination System (NPDES) permit will trigger changes in the way the County manages facilities and its various property holdings. The NPDES permitting system regulates discharges of storm water runoff from municipal storm sewers. In Washington, the Department of Ecology develops and administers permits; the County complies with permit requirements through its Stormwater Management Program (SWMP), developed by DNRP in 2010. The SWMP touches County property management in a number of ways: 1) including County properties in the County drainage map, complying with King County Stormwater Design Manual (SWDM) requirements in design and construction, 2) establishing storm water reduction practices for impervious surfaces on many county properties and vacant areas, 3) developing Stormwater Pollution Prevention Plans (SWPPs) for qualifying properties, and many other ways. Future changes in NPDES Permit requirements and associated storm water management will impact the County's asset management strategy as well.

Improved Quality of Work Life: As highlighted in the County's Strategic Plan, county employees want more meaningful ways to shape the direction and quality of county services. Employees feel they have positive contributions to make in ensuring programs are managed more effectively and efficiently. The aging workforce and different work styles can affect how work spaces are designed. It is recognized that there is a correlation between facilities and employee productivity and performance. Building age and condition, the quality of maintenance, temperature, lighting, noise, color and air quality can affect employee health, sense of safety and well-being.

Emergency Preparedness: King County is facing an increasingly complex and diverse array of large scale threats of natural and human origin—from more immediate threats like the influenza pandemic

International Facility Management Association. - 2007

Trend Number 2:

Emergency preparedness — including (but not limited to) basic safety and security, acts of terrorism, natural disasters, workplace violence, chemical/biological incidents, pandemic crises, data protection

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and Green River flooding to longer-term issues like saving Puget Sound and protecting ourselves from the impacts of climate change. These are long-term issues that require the County to act with urgency in the short-term while proactively assessing risk and planning for future disasters, health threats, and environmental changes. As facility managers, advance planning and preparation are important in minimizing the disruption that often follows an event and can speed the recovery process.

All of these strategic challenges have one thing in common: They require county property and facility managers to be agile, i.e., the ability to adapt rapidly and cost efficiently to changes in business environment. King County's challenges are both complex and wide reaching. Developing ways to manage and address these issues is the only way King County will be able to achieve its goals on behalf of the community.

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## **Section 3: Policy Framework for the County's Real Property Asset Management Plan**

Policies clarify what can and cannot be done in pursuit of an organization's objectives. They guide decision making and facilitate solutions to recurring problems. Policies provide a basis for management control, promote consistency and coordination and reduce the amount of time managers must spend making decisions. Policy statements are intended to cover the range of actions required to implement the approved strategies for future action.

The Policy Framework for the County's Real Property Asset Management Plan sets the direction for the management of real property assets consistent with the King County Strategic Plan and agency/departmental strategic and business plans. The Framework ensures that real property asset and workspace activities demonstrate sound stewardship and value to county operations.

There are two broad categories of policies: those concerned with how efficiently real property is managed in support of agency and department programs, and, those whose primary focus is on meeting the broader public interests, i.e., security, safety, environmental sustainability and accessibility.

A failure to effectively manage real property assets and workspace can result in increased program and administrative costs and can compromise program outcomes. The management of real property is a balancing act. It supports agency and departmental efforts to fulfill program objectives while balancing financial and efficiency-related asset considerations with broader public interest considerations.

### ***Real Property Asset Management Policies***

*1.0 New: The Real Property Asset Management Plan (the Plan) is one component of the Capital Facility Plan for King County's Comprehensive Plan. The Plan will be developed and implemented in a manner consistent with the County's Comprehensive Plan policies.*

Under Chapter 8 Facilities and Services; Section II C, the Comprehensive Plan (Comp Plan) requires the County to prepare a capital facility plan that includes an inventory of existing capital facilities owned by public entities, a forecast of the future needs for capital facilities, including the proposed locations and capacities of expanded or new facilities, and a six-year plan that will finance the expanded or new facilities. Technical Appendix A of the Comp Plan is an executive summary of documents containing inventories of facilities and services provided by King County (health and human services and law, safety and justice, transportation, and regional wastewater treatment and reclamation).

*2.0 New: The County's real property asset management strategy will support the King County Strategic Plan and agency/departmental business plans by providing the most efficient and economical management of County owned and leased space.*

Effective real property asset management, including property acquisition, operation, maintenance, and disposition, requires alignment with the county's strategic plan and core

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business strategies. The County's real property is a significant resource. Managed well, it enables effective and efficient program delivery. It facilitates county-wide analysis of impacts and informed decision making. As the County's real property manager, the Facilities Management Division (FMD) routinely collaborates with county agencies to develop and manage assets to support short- and long-term goals.

This policy is aligned with the King County Strategic Plan Financial Stewardship Goal and the related Strategy FS 2.a - to manage the County's assets and capital investments in a way that maximizes their productivity and value.

*3.0 New: The County will dispose of its underutilized and non-performing assets in a timely manner, reducing lost opportunity costs and maximizing benefit.*

Agencies should routinely review their assets. If a property is no longer needed, the agency should work with FMD to take steps to redeploy the asset, i.e., identifying alternative County uses for the property, or to dispose of the asset by surplusizing it following the procedures established by the King County Code. Retaining the asset for an undetermined future need creates additional unnecessary costs.

*4.0 New: Real property asset information will be comprehensive and readily accessible to support strategic asset planning, performance analysis and budget setting.*

Only with accurate and up to date data can informed real property asset management decisions be made. The County must work to have the needed information comprehensive and readily accessible.

*5.0 No Change: Any space owned or leased by King County will be presented in future space plans in both useable square feet (USF) and rentable square feet (RSF) to ensure consistency in analysis and comparison.*

2006-2007 Space Policies: same

RSF is the amount of space that is charged for in standard lease terms, and generally includes floor common areas, elevator lobbies, main hallways and the like. USF is the smaller area corresponding to the actual space that a tenant can use for their work processes. Comparing RSF alone cannot fully account for the relative utilization efficiency of work areas between different buildings; comparing USF alone cannot address fundamental differences in the efficiency of a building's design. Both are needed for comparison and analysis of buildings within the overall asset management strategy.

## *Financial Policies*

*6.0 New: All real property asset management policies, practices, and actions will be implemented in a manner consistent with the County's financial constraints, with alternatives evaluated for their countywide impact using life cycle cost analyses.*

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Life cycle cost (LCC) analysis is a method of assessing the overall cost of project alternatives. It is used to compare the costs of assets or workspace designs, allowing selection of the lowest cost option consistent with quality and function. Where feasible and consistent with county ordinances, LCC analysis should include the total range of costs over the asset life, including the environmental consequences of investment decisions, e.g., production, transportation, construction, decommissioning, and disposal costs.

7.0 *Changed: In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, include the full range of anticipated tenant improvements; and furniture, fixture, equipment, building occupancy and relocation costs.*

2006-2007 Space Policies: In addition to the required fiscal note, CIP proposals forwarded for council consideration shall include estimates for any other anticipated costs such as tenant improvements, furniture, fixtures and equipment costs, relocation costs and any other costs associated with the project that might result in a future funding request.

Proposals impacting both the operating and capital budgets when transmitted to the King County Council will include the full range of estimated project costs, including costs for new tenant improvements, furniture and support equipment, and moving costs. Proposals will transparently detail each potential cost category to the extent possible; where costs are unknown or subject to change, the proposal will note it as such.

8.0 *New: Relocations, both within county-owned space or to or from leased space, will strive to be, at a minimum, cost-neutral; all short- and long- term costs will be evaluated to include the impact on the county-wide utilization of office space.*

The County's commitment to fiscal sustainability requires an ongoing effort to reduce costs. The direct costs of departmental and agency relocations and space reconfigurations must be balanced against their long-term benefit. "Cost-neutral" means that the fully-loaded relocation cost (e.g., including move costs, new equipment, tenant improvements and financing) pays for itself in the resulting reduced overhead and related costs over a definite period.

9.0 *Changed: Over the long-term, County ownership of its office space will be preferred to leasing; investments in leased office space will occur when there is an overall benefit to the public.*

2006-2007 Space Policies: The County shall monitor its use of leased space in downtown Seattle. If downtown leased space exceeds 10 percent of downtown occupied space and when building ownership will provide a long-term cost benefit to the County, the County should move to ownership or lease to ownership as a means to reduce reliance on downtown leased space.

The County may consider and select ownership options in the suburban areas when it is clearly demonstrated that ownership will provide a long-term cost benefit to the County.

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Generally, facility ownership provides greater stability and lower total costs than leasing. Costs for leases and availability of locations vary significantly based on business and economic cycles. Ownership provides greater budget predictability through more steady facility costs. However, considerations regarding flexibility, funding mechanisms, location needs, and other factors may be more important in particular circumstances. Proposals for office space leases will defensibly articulate the lease's necessity as compared to other county-owned alternatives.

## *Building Operations and Maintenance; Major Maintenance Policies*

*10.0 New: Service level agreements between tenants and facility management will be collaboratively developed; linked to operating and maintenance costs; and regularly monitored and managed.*

FMD will work with King County facility tenants to define service levels consistent with adopted operation and maintenance budgets.

*11.0 New: FMD will proactively identify and implement efficiency improvements for individual buildings and the County's asset portfolio.*

FMD will work to meet the County's energy efficiency and related environmental and fiscal sustainability goals through continual evaluation and assessment of the efficiency of its buildings and the county's real property assets as a whole

*12.0 New: County facilities will convey an atmosphere of quality service, thrift, and environmental sustainability, consistent with community standards and expectations.*

The County will operate and maintain its buildings mindful of the public's expectation for government buildings to reflect the community's character and history.

*13.0 New: Preventative maintenance and major maintenance programs for the County's buildings will emphasize reducing unanticipated service delivery interruptions and extending the useful life of County assets.*

Maintenance practices in the County's buildings should continue to focus on upkeep and preservation of critical building systems to ensure building longevity, as well as minimizing the potential downtime for building tenants and the services they provide.

*14.0 Unchanged: Buildings placed on the surplus watch list will be subject to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to those building components that are a direct threat to health and safety or would result in failure of a building component. Short-term capital investments will be made to maintain the asset to ensure there is no significant loss of property value.*

2006-2007 Space Policies: Same

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## *Workspace Design Policies*

15.0 *Changed: County employees will be provided safe, secure, and healthy work spaces.*

2006-2007 Space Policies: County employees will be provided with office space that: A.) Is highly functional and accessible; B.) is kept clean, reasonably secured and well maintained;

Safe, secure and healthy work spaces enhance worker productivity and reduce downtime. Workplace safety will be a topic area discussed in facility and business plans.

This policy is aligned with the King County Strategic Plan Quality Workforce Goal and the related Strategy QW 3. b to enable employee health and safety.

16.0 *New: The FMD will proactively identify and implement work space efficiency and utilization improvements in county buildings.*

Using available space utilization and cost metrics, FMD will identify workspaces and buildings that present opportunities for improved space efficiency. FMD will engage County departments and agencies to partner on potential workspace reconfiguration and improvement projects that increase workspace flexibility, consolidate space and save money.

17.0 *New: King County agencies and departments will actively challenge their business practices and workspace densities to improve work space functionality and space utilization.*

Agencies and departments know their work processes best. Creating efficiencies in systems of work often leads to a corresponding increase in the efficiency of the workspace. In considering work process changes, agencies and departments will also consider how such changes impact their space utilization, eliminating unnecessary “waste” and/or inefficient space.

18.0 *New: Maximizing the County’s return on investment in office space takes precedence over single agency/department needs when significant benefits to the County can be realized or major capital and operating costs are involved.*

Priority will be given to existing government owned or leased accommodation when additional office space is needed.

19.0 *Changed: King County workspaces will be designed for flexibility, agility, and financial sustainability thereby promoting employee productivity. Where feasible King County work spaces will be designed using County space standards; documented adjustments may be made to account for a building’s physical constraints, lack of funding, or specific functional needs.*

2006-2007 Space Policies: Established programming space standards will be prescribed as per square foot ranges for various categories of county employees and specialty programmed space. These Standards are to be used during planning and design.

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Adjustments to the actual square footage standard may occur during design as a result of the physical constraints of a given building. The implementing agency shall certify that designs fully comply with the space standards except for specific conditions. Space standards shall be refined in future space plans.

King County space standards provide standard space allocations for county employees based on function. These standards serve as the baseline for county workspace programming, ensuring a foundation of efficient space utilization. However, existing conditions in many older King County buildings make some space utilization investments (e.g., demolition of walls, asbestos remediation, HVAC capacity limitations) uneconomical. Space standards must be compiled with to the extent possible, but within project funding constraints and awareness of present conditions and staff needs.

Innovative, creative workspaces support new approaches in business operations. Although County space standards provide a baseline for established position and functional norms, rigid adherence to the individual space standards would prevent innovative projects that increase efficiency and productivity through separation from the “one worker – one desk” paradigm.

20.0 *Changed: Modular furniture, standardized where feasible, will be used when cost-benefit analysis supports its use and funding is available. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture is preferred.*

2006-2007 Space Policies: Modern modular workstation furnishings and filing systems continue to be considered in remodels of existing county-owned space and planned into the new county office building. The Facilities Management Division shall undertake a feasibility evaluation and, if feasible, develop a strategy for systematically upgrading all office workstations. Decisions on installing such furnishings will be considered when proven cost effective or when installation would result in substantial ergonomic improvements to the work space. Cost benefit analysis and available funding shall determine use of modern modular workstations.

2006-2007 Space Policies: County employees will be provided with office space that: D: Uses modular furnishing and configurations to enhance the functionality and efficiency of office space and to substantially reduce the ergonomic risk of the work environment, subject to council approval of the cost benefit analysis and available funding.

Long-term value to the County as a whole will be considered in furniture procurement. Designing for flexibility and agility requires workspaces and their configurations to be easily and simply reconfigured. Furniture investments include additional carry-over costs and benefits beyond the immediate project. Another benefit comes through familiarizing in-house trades crews with standardized modular furniture. Through initial training sessions and repeated installations of similar modular systems, training requirements are reduced over time. Additionally, spare parts can be stockpiled and re-used as furniture components become worn or broken. Thus, standardizing furniture systems and installing used furniture not only lowers

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acquisition costs, but also reduces the time and cost of installation, removal, and re-installation, as well as overall maintenance costs.

21.0 *NEW: The County will promote full appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and through upgrades to existing office buildings.*

Greater business efficiency and space utilization often results from shared use of common spaces and adjoining areas by functionally-related departments and agencies. The County will seek to maximize opportunities for efficiency through co-location and shared space use, upgrading existing office spaces to provide such opportunities where cost-effective.

22.0 *NEW: Workplace designs will integrate human resources and information technology policies and programs to create workplaces for diverse types of work functions and environments.*

Multiple county policies address work alternatives and work-life balance. The County encourages, where appropriate, telecommuting (also known as telework), and modified work schedules. Workplace designs will maximize opportunities for departments and agencies to take advantage of existing and future policies related to work-life balance. Such efforts support the County's efforts to attract and retain a diverse and talented work force, to encourage affordable traffic mitigation, to improve employee productivity and to better address work and family demands.

## *Facility Location Policies*

23.0 *Changed: King County functions requiring heightened security and/or weapons screening will be located, to the extent possible, in county courthouse buildings. Related support functions will also be co-located in county courthouse buildings where possible.*

2006-2007 Space Policies: the County has retained, upgraded and restored the King County courthouse, including life safety improvements, so that it is available for functions requiring weapons screening or a heightened level of security. Due to the availability of heighten security, elected officials such as judges, council members, the executive, the prosecuting attorney, the sheriff and the assessor should be considered priority candidates for occupancy in the courthouse. Supporting functions for approved courthouse occupants requiring heightened security shall also be candidates.

Departments, agencies, and service functions that involve ongoing, fundamental security risks from random acts of violence will be co-located in facilities with weapons screening. As this group categorically includes trials and court hearings, these functions will be generally located in the County's courthouse facilities.

24.0 *Changed: County services will be located, to the extent possible, where service delivery is most cost effective and efficient.*

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2006-2007 Space Policies: Locate services outside of the regional centers when warranted by the need to service particular localities, the need for a particular specialized location or environment; the ability to reduce cost or improve functioning in cases where public accessibility and visibility are not significant issues or a use which is not appropriate in an urban center.

Co-locate services when relationships and/or user accessibility warrant and when economically feasible. Long-term asset management of county properties shall consider the needs of agencies with functional adjacency or related functions, especially when co-locating.

- 25.0 *Unchanged: County law and criminal functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co-location of law and criminal justice functions will take place in conjunction with county-adopted operational master plans.*

2006-2007 Space Policies: Same; slight rewrite for clarity

- 26.0 *County work space planning will program department locations flexibly, based on identified functional requirements, economic benefits, asset management policies, and future adaptability rather than on the basis of designated buildings.*

As departments and agencies consolidate operations and reduce their space footprint, different buildings and locations will present opportunities for additional relocations. However, some present County ordinances and policy statements contain stand-alone policies that affect individual buildings. Achieving cost savings and increased efficiency is challenged if each individual County office workspace has individual move-in standards and rules.

- 27.0 *Unchanged: It is the long-term goal to co-locate the Executive and the Council in one County-owned building; however, temporarily relocating the Executive and the Office of Performance, Strategic and Budget (formerly the Office of Management and Budget), in the Chinook building makes economic sense.*

2006-2007 Space Policies The King County Executive and OMB shall remain in space at the Bank of America Towner under their current lease until such time as it is feasible for these functions to move to the courthouse.

- 28.0 *Unchanged: The King County Sheriff's Office Criminal Investigations Division (CID) will be relocated to the core complex of King County buildings in downtown Seattle, if deemed feasible and consistent with the Sheriff's approved operational master plan.*

2006-2007 Space Policies: No change with slight rewrite for clarity.

- 29.0 *Unchanged: The space vacated by CID in the Maleng Regional Justice Center (MRJC) will be converted to functions consistent with previously approved facility master*

# King County Real Property Asset Management Plan

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*plans for King County District Court, King County Superior Court juvenile programs, and Department of Adult and Juvenile Detention programs.*

2006-2007 Space Policies: No change (a slight rewrite for clarity)

Consolidation of District Court into the MRJC and relocation of CID to downtown Seattle are longstanding departmental location policy goals. These efforts are linked and include the consolidation of District Court services at the Renton and Kent (Aukeen) District Courts into the MRJC.

30.0 *Unchanged: The potential relocation of the Department of Adult and Juvenile Detention Work Education Release Program (WER) to the King County Correctional Facility (KCCF) west wing will be studied. The study report will include recommendations for potential alternative uses and/or tenants for the King County Courthouse space vacated by WER.*

2006-2007 Space Policies: No change (a slight rewrite for clarity)

Moving WER from the King County Courthouse and into the KCCF is a longstanding policy goal. Previous efforts included WER relocation into larger comprehensive examinations of criminal justice policy and jail needs over the long-term. The viability of relocating WER to the KCCF, in terms of program needs and costs, will be studied in the near-term in the context of other jail planning for both secure and non-secure adult detention.

## ***Building Design Policies***

31.0 *NEW: King County will site its essential public facilities consistent with the County's Comprehensive Plan Essential Facility siting policies.*

The region will work cooperatively to site essential public facilities in an equitable manner. Essential public facilities are defined in the Growth Management Act and include large, usually difficult to site facilities such as jails, solid waste facilities, and airports.

32.0 *Changed: The County will develop and maintain safe, attractive public buildings that create a good image for government, and that are sound financial investments and allow communities to flourish.*

2006-2007 Space Policies: similar with "allowing communities to flourish" added. . This policy is aligned with the County's goal to encourage a growing and diverse King County economy with vibrant, thriving and sustainable communities. More specifically, the related implementation activity: "shape a built environment that allows communities to flourish" requires that the County design and develop public buildings to be integrated within the community and in a manner that enables the community to flourish.

33.0 *Unchanged: The County will establish seismic standards in the space plan to provide policy direction for future decisions involving the construction of new buildings, acquisition of existing buildings and execution of new leased space.*

# King County Real Property Asset Management Plan

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2006-2007 Space Policies: Same.

- 34.0 *New: All new construction of buildings, building purchases, new building leases, and major building retrofits must ensure ADA accessibility as required under all applicable building codes and local, State, and Federal laws. The County will also ensure appropriate space for breast milk expression and storage by nursing mothers as required by Federal law, with specifically designated locations in major County office facilities.*

Older county facilities can present challenges for ADA accessibility, especially in downtown Seattle, where many county buildings are located on steep slopes. Where practical, the County will work to improve general accessibility and remove barriers as part of retrofits, remodels, and other major improvements. Future actions will also account for Federal requirements regarding appropriate locations for dedicated lactation rooms in major county facilities, and suitable areas in smaller, outlying facilities.

- 35.0 *Unchanged: All new construction and major remodel and renovation projects must meet standards for LEED Gold certification, as long as there is no adverse effect to the affected fund; impact to the general fund and/or a cost impact of no more than 2% to other designated county funds.*

2006-2007 Space Policies: County employees will be provided with office space that: E. Complies with the Leadership in Energy and Environmental Design (LEED) policies set forth in Ordinance 15118 including but not limited to the following: 1) King County departments and offices shall utilize LEED criteria to implement green building practices in the planning, design and construction of all new capital improvement practices in the planning, design and construction of all new capital improvement projects as set forth herein. 2) King County departments and offices shall seek the highest achievable LEED certification level that is cost-effective based on life cycle cost analysis and the limits of available funding. Projects qualifying for LEED certification shall be registered through the US Green Building Council. 3) For all new projects where the scope of the project or type of structure limits the ability to achieve LEED certification, departments and offices shall incorporate cost-effective green building practices based on life cycle cost analysis and the limits of available funding; 4) for all remodels and renovations with budgets over two hundred fifty thousand dollars, departments and offices shall see the highest LEED certification level achievable that is cost-effective based on life cycle cost analysis and the limits of available funding.

2006-2007 Space Policies: The County should seek to certify the improved efficiency and sustainability of major facility upgrades at a LEED Gold standard or greater. However, the cost of LEED certifications should not unduly impact the various purposes of the County's designated funds. LEED Gold certification presents a goal for project planning and execution to reach improved efficiency standards at reasonable cost.

## *Disaster Preparedness and Security Planning*

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36.0 *New: King County will maintain emergency operations plans for all required buildings; including evacuation routing, continuity planning, and emergency-specific response planning.*

The County's emergency operations planning includes facility-specific planning components, addressing particular needs for multiple types of emergency situations (e.g., earthquake, fire, flood) County disaster planning must address the specific strengths, weaknesses, and capabilities of each major county facility, through individual emergency operations plans for each building and in overall disaster planning countywide.

37.0 *New: County buildings will be operated and maintained in a readiness position to support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.*

As noted above, the County's emergency operations planning includes facility-specific planning. Alongside individual building plans for different types of disasters, county buildings are also designated for specific purposes in local and regional disasters (e.g., as shelters, staging areas, and the like). County disaster planning will address the particular operational needs of each building as regards meeting these disaster response duties.

38.0 *New: County facilities will be designed for resiliency, incorporating disaster resistance, survivability and facility security needs. To the extent feasible and practical, resiliency will be incorporated into existing county buildings as part of related building remodel and renovation projects.*

Resiliency builds safety and security into a facility, facilitating disaster response and security incident planning. New county facilities will incorporate resiliency principles into the building design, while challenges to existing facilities will be addressed where reasonable and cost-efficient to do so (e.g., construction of the flood protection wall surrounding the MRJC, etc. )

## *Sustainability*

39.0 *New: Real property is managed in an environmentally responsible manner, consistent with the principles of sustainable development.*

Sustainable buildings pursue the lowest possible environmental impact. Market experience over the last decade shows that sustainably developed buildings are not significantly more expensive than conventional building through construction, but result in lower operating costs and longer building life. Studies also report increased occupant productivity and well-being. Management of individual property assets and the asset portfolio should consider the total impact on sustainability resulting from the particular action, decision, or project, and not narrow definitions of transactional cost.

40.0 *New: County owned and financed facilities will be designed, developed, and constructed using green building methods for environmentally, financially, and socially sustainable facilities where cost effective and consistent with Policy # 35 .*

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Sustainability is a primary goal in the King County Strategic Plan and in county facilities. County facilities must be built in a demonstrably sustainable manner, both for the County's long-term fiscal and environmental health and as central examples of the County's leadership in action. County projects will utilize full-cost accounting techniques to consider alternatives in construction methods, materials, and disposal to seek minimum impact possible.

Policy #35: Unchanged: All new construction and major remodel and renovation projects must meet standards for LEED Gold certification, as long as there is no adverse to the affected fund; impact to the current expense fund and/or a cost impact of no more than 2% to other designated county funds.

This policy is aligned with the King County Strategic Plan Environmental Sustainability Goal and the related Strategy ES 4d to incorporate sustainable development practices into the design, construction and operation of county facilities and county-funded projects.

*41.0 New: The County will continue to reduce energy use and improve water quality through continuous improvements in facility and equipment efficiency, procurement, construction practices, and resource conservation.*

FMD will continue to engage in energy-efficiency projects that both reduce energy use and save costs. To improve water quality, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects.

This policy is aligned with the King County Strategic Plan Environmental Sustainability Goal and the related Strategy ES 1d to protect water quality through reducing pollution at its source, wastewater treatment, low impact development practices and storm water management, and Strategy ES 4d to incorporate sustainable development practices into the design, construction and operation of county facilities and county-funded projects.

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## Section 4: Real Property Asset Management Components

The components of the Real Property Asset Management Plan are graphically displayed in the Figure 4 below. The components begin with the asset's life cycle phases. The Real Property Asset Management component of the Plan covers asset portfolio management: acquisition, permitting and franchising and leasing and sales responsibilities for the County's existing owned and leased property. The Operations

and Maintenance component includes building operation and maintenance activities; management of the service level agreement process with tenants; and the major maintenance. Overlaying these life cycle phases are the County's environmental sustainability program and the disaster preparedness and security planning for county buildings as well as the Integrated Work Space Plan.

For each component the following section provides:

- a general description of the scope of work and budget, and,
- high level long-term goals and objectives.

Prior to developing the Plan staff assembled the various King County Code, ordinances, motions, audits and other guiding documents for each of the components. The documents can be found in Volume III: Appendices.

Appendix B Legal Framework: Real Property Portfolio Management

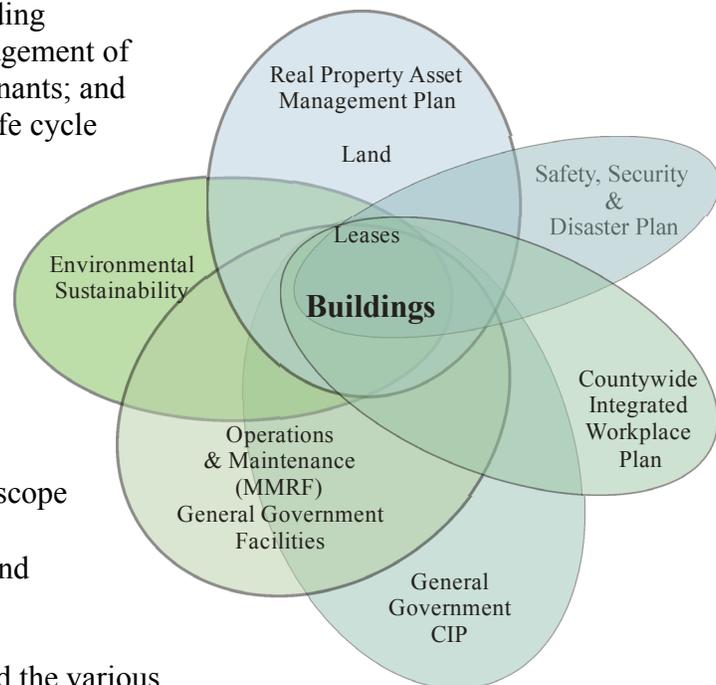
Appendix C Legal Framework: Operations and Maintenance

Appendix D Legal Framework: Environmental Sustainability

Appendix E Legal Framework: Disaster Preparedness and Facility Security

Appendix F Legal Framework: Integrated Workspace Legislative Authorities and Requirements (Includes Space Plans/Planning)

**Figure 4 Real Property Asset Management Components**



# King County Real Property Asset Management Plan

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## *Real Property Asset Portfolio Management*

Goal: A holistic and integrated real property asset management strategy aligning the management and performance of owned or leased property assets over time with the King County Strategic Plan, and the County's business objectives and service delivery requirements in a sustainable, financially feasible, and cost effective manner.

Property assets, both leased and owned, are important strategic resources that are expensive to build, maintain, and manage over time. They enable and support a broad range of the County's service delivery functions, with significant associated costs and levels of investment. In an environment of constrained resources, property investments need to be clearly justified and correctly prioritized. To be most effective, the County's property management strategy must be holistic; that is, taking a life cycle approach considering total investment and property costs for either owned or leased properties to include acquisition, maintenance, operating and disposal costs. The strategy must be integrated; that is, oversight must be horizontal across all County agencies and departments as a department's surplus property may be utilized effectively by another department.

### King County Strategic Plan Alignment

Goal: Justice & Safety: Support safe communities and accessible justice systems for all

Objective 1. Keep people safe in their homes and communities

b. Maintain safe and secure county-owned infrastructure, including roads, bridges, buses, transit facilities, parks and buildings such as courts.

Goal: Financial Stewardship: Exercise sound financial management and build King County's long-term fiscal strength

Objective 2. Plan for the long-term sustainability of county services

a. Manage the county's assets and capital investments in a way that maximizes their productivity and value

Consistent with King County's Strategic Plan, the purpose of this Real Estate Asset Management Plan is to maintain safe and secure count-owned infrastructure and to manage county assets in a way that maximizes their productivity and value.

The principal aim is to ensure that: 1) the opportunity cost of financial resources tied up in land and buildings is minimized, 2) the moneys expended on the County's real estate portfolio are efficiently and effectively directed to provide the greatest value to the County's business strategies and service delivery requirements, and, 3) the highest and best use of King County properties achieved. A robust real property asset management plan, continuously reviewed, is a tool that can achieve the following objectives:

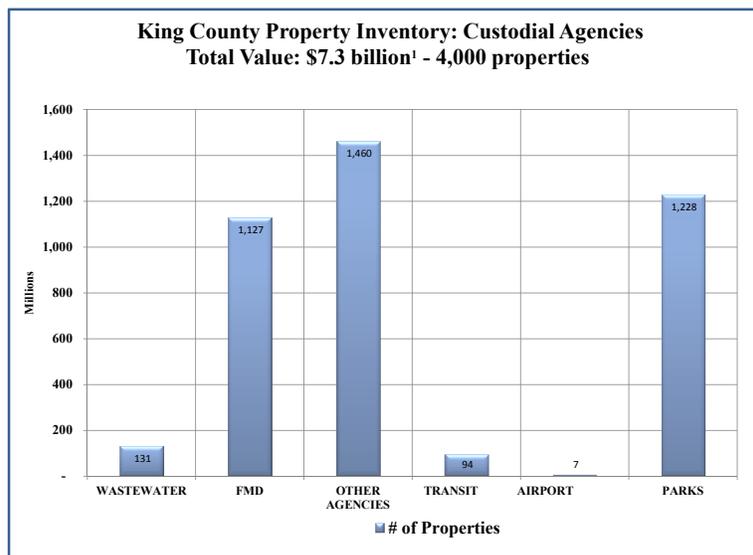
- Help to prioritize spending decisions,

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- Ensure property decisions are consistent with service requirements,
- Identify opportunities for innovation,
- Provide a context for evaluating capital projects,
- Provide a basis for developing public-private partnerships,
- Identify assets suitable for investment or disposal, and,
- Identify opportunities to increase income generation or reduce expenditures.

As of January 1, 2011, it is estimated that the County owns approximately 4,000 parcels of land with an assessed value of \$7.3 billion<sup>1</sup>. Figure 5 below displays the number of properties by King County Custodial Agency. “Custodial agency” is a term that applies to the King County entity whose fund acquired the property. The Facility Management Division Real Estate Services (RES) group is the “Custodial Agency” for all General Fund property.

Figure 5 King County Property Inventory\*



\* NOTE: This figure does not include Harborview Medical Center facilities, which are also owned by King County.

FMD (acting under the supervision of the County Administrative Officer) is the sole organization responsible for the full range of administrative processes required to acquire, dispose, inventory, lease and manage real property. The Department of Natural Resources and Parks (DNRP), and the Department of Transportation (DOT), have some limited authority with regard to property management:

- DOT/Transit is authorized to acquire properties.
- DNRP has authority to acquire open space, trail, park, agriculture and other natural resource real properties and has very narrow and limited authority to negotiate and

<sup>1</sup> This is a rough order of magnitude estimate using the King County Comprehensive Annual Financial Report (CAFR) for 2009.

# King County Real Property Asset Management Plan

manage concessions, which includes the right to allow concessionaire's use of King County property.

King County's real estate functions are listing in Table 1 Real Estate Functions in King County below.

As the County's property manager, FMD's Real Estate Services section is primarily responsible for administrative processes related to property

management, i.e., maintaining the County's property database and conducting most transactions and payments for County properties. RES is also responsible for reviewing franchises and easements for the use of county properties and ROWs – including approval of construction permits for such franchises and easements, such as installation of utilities under county roads, wireless towers on county properties, and the like.

RES is composed of three units with 26 budgeted full time equivalent (FTE) positions: the Acquisition Unit, the Permitting and Franchising Unit, and the Leasing/Sales Unit.

There is also an administrative group that reports to the RES Manager.

**Table 1 Real Estate Functions in King County**

Functions	FMD	DOT: Transit	Parks & Open Space	DNRP: Water Quality	DOT: TOD	OIRM	Comments
Outside leasing	X						
Leasehold Management	X	X	X				Transit and Parks concessions only
Real Estate Records	X	X	X	X	X		
Maintain Inventory	X						
Surplus Sales	X						
In-House Brokerage	X						
Auction	X						
Franchising Permits	X					X	Cable Communications
ROW Construction	X						
Special Use	X						
Acquisition Agents	X	X	X	X			
Appraisals	X						
In-House Appraisals	X			X			
Peer Review Contracted Appraisals	X		X	X			
Relocations	X						
Title Searches	X		X				
Easements	X						

Table 2 FMD is mandated by the King County for managing an inventory of all county-owned and leased real property.

**Table 2 FMD Real Estate Services Section – King County Code References**

- KCC 2.16.035 Section E provides that the duties of the Facility Management Division include:
  - to manage all real property owned or leased by the County ensuring that properties general revenues closely approximating fair market value with the exception of open space, trail, park and other natural resource properties as well as real property and interests in real property necessary for the departments of transportation and natural resources and parks.
  - to issue oversized vehicle permits, franchises and permits and easements for the use of county property except franchises for cable television and telecommunications;
  - to assist county agencies in the acquisition of appropriate facility sites;
- KCC 4.36 provides that all rentals covering King County tax property and King County fee simple property shall be paid to the FMD with FMD staff responsible for keeping records of all rentals collected, crediting to each piece of property the amount of rentals received, and depositing with Finance department.
- KCC 4.44 provides that FMD conduct sales of all county tax title property.
- KCC 4.56 details that FMD manages the County's surplus property program as well as the County's financial investment properties.

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- KCC 4.56.060 further defines FMD’s real property responsibilities as acting under the supervision of the county administrative office; FMD is the sole organization responsible for the administrative processes of acquiring, disposing, inventorying, leasing and managing of real property, the legal title of which rest in the name of the County, or which the County manages in a trust capacity.
- KCC 6.27 details that right of way franchises for utilities shall be reviewed by the Department of Executive Services which as designated FMD as the reviewer and that the real estate services section has the authority to be reimbursed for all costs resulting from the issuance, renewal or amendment of a franchise.
- KCC 14.44 stipulates that the Real Estate Services section shall issue all construction permits for work performed in the county right-of-way by those holding franchises. The Real Estate Services section shall coordinate the review by all departments of right-of-way construction permit applications.
- KCC 14.45 provides that the Real Estate Services section shall issue right-of-way agreements for wireless minor communication facilities located or constructed within the count right-of-way. The RES section is responsible for ensuring that the proposed facility is located, designed, and proposed to be construction in a manner that complies with all county policies and costs.
- KCC 14.46 provides that FMD shall issue permits for all utility construction work and other uses performed upon, along, over, under or across any public place in King County on King County owned real property which is not dedicated as a right-of-way.

The major real estate asset management responsibilities; acquisitions, permitting and franchising and leasing and sales are described below with workload factors included.

## *Acquisition Responsibilities*

Acquisition responsibilities include condemnation, appraisals, rights of entry and relocations.

Annual Activities	
ACQUISITIONS	
# of Parcels	75
# of Appraisals	44
# of Appraisal Reviews	42
# of Rights of Entry	40
# of Appraisal Contracts	15
# of Relocations	10

- **Property Acquisitions: Managing property acquisitions covering a wide array of property sizes and complexity of transactions. However large or complex, there are basic steps associated with all acquisition transactions:** negotiations with property owners, drafting purchase agreements, drafting legislative packages (cost estimates, ordinances, transmittal letters, and related documents), and facilitating prosecutor, executive, and council review of proposed acquisitions. Below are the major components of the acquisition process:

- ✓ Coordinating with King County agencies to determine their acquisition needs (size of property or building, location, design features, functional adjacencies, amenities required, available funds, etc.);
- ✓ Maximizing value to the County by leveraging existing assets for use by others and leveraging potential new acquisitions for multiple county users;
- ✓ Validating property goals of an agency to determine if co-location of other county operations is possible;
- ✓ Providing valuation services and/or working with real estate consultants (brokers, appraisers);
- ✓ Negotiating purchase and sale agreements;
- ✓ Drafting legislative packages for transactions; and

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- ✓ Facilitating Prosecuting Attorney Office, Executive, and Council review of proposed transactions and legislative packages.
- Condemnation: On rare occasion invoking property condemnation procedures.
- Appraisals: Preparing real estate appraisals, managing contract appraisers, writing or reviewing appraisal reports and documents and providing valuation advisory services for acquisition and leasing.
- Rights of Entry: Negotiating agreements with property owners to allow King County staff or consultants to enter property for purposes of capital improvement program planning/design (such as land surveying, soils testing, access to construction sites, staging, etc. ), obtaining permits, construction work, or environmental mitigation monitoring.
- Relocations: In conformance with federal law, assisting property owners with relocations after King County acquisition of their property.

## *Permitting and Franchising Responsibilities*

FMD permitting and franchising responsibilities include negotiations and processing for a range of activities involving the use of county-owned property; utilities franchises for county ROW, construction permits in county ROW, easements, vehicle use permits, and special use permits. Each of these types of transactions addresses a different customer need to use county property.

Annual Activities	
PERMITTING & FRANCHISING	
# of ROW Permits	2,200
# of Special Use Permits	125
# of Overlegal/ Overweight Permits	450
# of Parade, other permits	60
# of Requests for Easements	6
# of Utility Franchises Completed	6

- Franchises: Granting franchises to utilities and similar linear service lines for the right to use county ROWs, e.g., water lines, natural gas lines, power.
- ROW Construction Permits: Issuing permits allowing the installation or maintenance of a specific utility component in the ROW under the auspices of a franchise agreement. These permits set the conditions for the utilities’ installation work, and provide a means of coordinating and documenting inspections, which are performed by the Utility Inspection Unit in the Road Services Division.
- Easements: Negotiating terms and conditions with parties seeking easements on county lands. Easements are dedicated perpetual rights of access and/or specific use of real property.
- Special Use and Vehicle Permits: Reviewing and approving permits for temporary uses of county ROWs. There are three general categories of these types of permits: 1) “over legal” hauling permits, allowing overweight and/or overweight hauling on county

# King County Real Property Asset Management Plan

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roads; 2) fee Special Use Permits; and, 3) non-fee Special Use Permits granting temporary use of county ROWs (i.e., private or community activities requiring exclusive use of county roads such as parades, block parties).

The activities described above provide maximum benefit to the County and the public in cases where non-county entities wish to use King County property or ROW. The benefit is considered in two ways: quick disposition of public and private requests for the use of county ROWs, and ensuring sufficient financial return to the County for such use through franchise rates and permit fees.

## *Leasing/Sales Responsibilities*

The leasing and sales responsibilities include lease management of King County properties, transactional work in leasing county and private space, property sales of all surplus and county-owned property, support for strategic planning projects, surveying and reports, and the tax title property program.

Annual Activities	
LEASING	
# of Lease, Renewal, and Amendment Transactions	35
# of Parcels Managed (Total Inventory)	4,092
# of Lease or Rental Agreements Managed by RES	279
# of Surplus and Sales of King County Owned Property	12
# of Other Custodial Agency Properties Managed	153
# of Legal Response Projects (Duwamish, NRDA, NPDS, EPA)	3
# of Affordable Housing - Sustainability RFP's	2
# of Strategic Planning Projects, Surveys, and Reports	10
# of Tax Title and Greenbelt parcel Management	1,105

- **Leasing (New, Renewals, and Amendments):** Activities include lease management of the County’s financial investment properties, the King County International Airport, and general government buildings; leases of county-owned property to wireless telecommunication providers; and, leases of outside space in privately owned buildings for County use as necessary. The 2011 Long-term Lease Fund, which is managed by RES, has over 56 leases providing office space, storage, and Public Health clinical services.

Leasing of private properties from non-county landlords and leasing county properties to private entities are both complex processes, requiring experts knowledgeable in the field. Regardless of whether the County is the lessor or lessee, there are numerous steps required to secure a lease agreement:

- Working with King County agencies to determine their needs as a tenant (size of lease, location, functional adjacencies, amenities required, available funds, etc. ) or to determine the size and amenities associated with county-owned properties available to lease to others;
- Working with real estate consultants (brokers, appraisers) to determine values of leaseholds;
- Marketing leases and/or searching the market for sites to lease;

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- Negotiating lease agreements;
  - Drafting legislative packages for leases; and
  - Facilitating review by the Prosecuting Attorney's Office, the Executive, and the County Council of proposed transactions and legislative packages.
- Surplus and sales: In addition to managing leases, the surplus process, as prescribed in King County Code, involves multiple, often complex steps which include:
    - Working with King County custodial agencies to determine if properties are surplus to their needs;
    - Reaching out to other King County departments to see if there are other county uses for the subject property;
    - Working with King County Department of Community and Social Services and other entities to determine if surplus properties are viable for affordable housing;
    - Marketing surplus properties;
    - Negotiating purchase and sale agreements;
    - Drafting legislative packages for property sales; and
    - Facilitating Prosecuting Attorney Office, Executive, and Council review of proposed transactions and legislative packages.
  - Tax Title Properties: Inspection and protection of the County's tax title properties and fee-owned properties for which FMD is the custodian. These properties are generally of little value, with fee-owned properties being primarily small open space plots deeded to the County as part of development mitigations associated with changed land use. Properties that are not actively used for King County purposes, but are not viable for sale, are managed by FMD. There are 944 tax title properties with an estimated assessed value of \$7.6 million.

NPDES: Work related to the County's National Pollutant Discharge Elimination System (NPDES) permit program will dramatically increase the amount of inspection, reporting, and response on county tax-title, financial investment, and other county property for which RES is responsible.

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## *Real Property Asset Portfolio Management Long Range Objectives*

*Objective #1: To manage the real property asset portfolio in a manner that links assets to core business strategies, providing the highest and best use of county assets, and greatest value to the County, with both owned and leased properties.*

- Strategy: Reduce demand for new assets through better integration of service and asset planning coupled with effective use and maintenance of existing assets.
- Strategy: Work with agencies to link their service requirements related to particular assets to relevant sections in the agency's strategic and business plans. Each plan should address the relationship between an agency's business planning process, its service delivery, and its consequent dependency (or otherwise) on property assets, identifying how the service need is met by the asset.
- Strategy: Partner with all county agencies, other governments, non-profits entities and the private sector to leverage opportunities to maximize county real property assets.
- Strategy: Identify specific benefits and assign measureable key performance indicators and associated benchmarks to proposed acquisition of new assets.
- Strategy: Validate property goals of the agency strategic plans to determine if co-location of operations is possible:
- Strategy: Require all non-right of way acquisitions to conform to the intent of the King County Green Building Ordinance.

*Objective #2: To acquire new real property assets by expeditious negotiation instead of by eminent domain where possible, limiting acquisitions by eminent domain for purposes of recognized public uses defined by King County Code and council policy declarations to only those instances when reasonable negotiations have failed to produce equitable results in sufficient time.*

- Strategy: Where the potential for acquisition by eminent domain exists, identify a deadline for negotiation based on the anticipated project need and timeline and develop a negotiation plan.
- Strategy: To the extent possible, include considerations of the potential time and cost for condemnation processes along with available indicators of a property's value, e.g., assessments and appraisals, in evaluating negotiating positions in voluntary sales agreements.
- Strategy: Where legally possible, utilize formats for expedited voluntary sales agreements based upon agreed processes involving binding property valuations by third-party neutrals.

*Objective #3: To assist in developing a complete and accurate collection of real property portfolio information through uniform electronic collection of pertinent physical and financial documentation.*

- Strategy: Improve the Real Estate Property Management System (REPMS) to provide more robust reporting opportunities.

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- Strategy: Create a common naming/identification protocol for all new assets, allowing leases and lease renewals to link to specific property parcels and/or address information.
- Strategy: Improve access to information including linkage with agency business plan, facilities master plans (if any), and operational master plans.

*Objective #4: To have sufficient portfolio information to assist in strategic, integrated decision-making allowing for maximum utilization of property assets among all county agencies.*

- Strategy: Develop a review framework for annual reporting from custodial agencies, identifying necessary linkages with other departments and non-county stakeholders relevant to their service needs.
- Strategy: Create qualitative process to document existing services with relevant service associations and changes in service needs to later compare and assess opportunities to meet existing and future needs in alternate sites, locations, or through other means.

*Objective #5: To develop a managed surplus and disposal strategy, insuring that asset investments are effective and relevant to service requirements and that underutilized or non-performing assets are disposed of in a manner consistent with code requirements and maximizing benefit to the County.*

- Strategy: Annually identify potential assets to be surplus. Potentially surplus assets are defined as: 1) an asset not required for the delivery of services, now or in the long-term; 2) an asset that has become uneconomical to maintain and/or operate; and, 3) an asset no longer suitable for ongoing core service delivery needs.
- Strategy: Annually perform a strategic assessment of potential surplus assets. The assessment will determine: 1) whether there are other departments or agencies who could utilize the asset (a horizontal review); 2) whether there are net disposal benefits to the County either in financial terms or in other terms; 3) whether there are secondary service obligations which may dictate retention of the asset; and, 4) where a disposal of the asset can be carried out without adverse impacts on the physical environment.
- Strategy: Annually identify opportunities for optimizing the return to the County and the community through asset disposals, i.e., affordable housing.
- Strategy: Create, maintain, and annually update an ongoing property surplus and disposal plan, including disposal determinations, major milestones, schedules, and responsibilities, with the plan's timeframe coincident with the interval of the County budget's capital improvement plan.
- Strategy: Amend KC Code to allow for a more streamlined sales procedure, which will allow for a more responsive disposal of KC property.
- Strategy: Amend KC Code to provide for a more streamlined review and process related to the development of affordable housing. Providing the custodial agencies with a reasonable timeframe for the review for suitability, and a framework for getting suitable parcels to market is key in making a larger pool of property available for disposal.

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*Objective #6: To efficiently manage and regulate the use of county franchises of rights-of-way for maximum benefit to the County and the public through the efficient dispensation of requests by public and private services utilizing the right-of-way and ensuring sufficient financial return to the County through franchise rates and fees.*

- Strategy: Issue an annual report detailing the performance for each function within the permit and franchises section, concurrent with the annual submittal of the executive proposed budget on or about October 1 of each year, including all performance measurements as required by the King County Code.
- Strategy: Utilizing the annual reporting requirements, identify opportunities for process efficiencies and additional easement fee revenues where indicated by the report data. Along with the annual report, present proposed ordinances adjusting fee revenues where advantageous to county finances.
- Strategy: Actively participate on the Utilities Technical Review Committee (UTRC) each month, to present the franchises report and update county stakeholders on the status of utilities franchises and utilization of county rights-of-way.

*Objective #7: To work with Roads Utility Inspection & Road Use Investigators to preserve and protect county rights-of-way in a way minimizing safety issues, protecting public facilities, and insuring utility construction does not block future installation of other utilities and complies with the county Comprehensive Plan, the Critical Areas Code, and other county regulations and standards.*

- Strategy: Effectively and efficiently coordinate permits for franchised utilities with Utility Inspection-Roads.
- Strategy: Effectively and efficiently coordinate permits for over legal trucks with Road Use Investigators.
- Strategy: Actively participate on the Utilities Technical Review Committee (UTRC) each quarter month, to present the annual permit and franchises report and update county stakeholders on the status of utilities franchises and utilization of county rights-of-way.

*Objective #8: To provide for receipt of fair and reasonable compensation from wireless telecommunication providers for the value of the use of county right-of-way and for reimbursement of ongoing costs associated with those uses of the county right-of-way.*

- Strategy: Identify the criteria used to determine the value of wireless minor communications permits and annual fees for use of county right-of-way, benchmarking compensation collected to comparable non-county sources, where possible.
- Strategy: Develop proposed ordinances adjusting fee revenues to ensure full cost recovery for the permitting work.

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## *Operations & Maintenance*

Goal: Clean, maintained, safe and secure county-owned and managed facilities that operate efficiently, cost-effectively and incorporate environmentally sustainable practices.

The Facilities Management Division (FMD) is responsible for operating and maintaining 39 owned and leased general government buildings with a combined total of about 3.7 million square feet. Through the provision of quality operations and maintenance services, the general public and county employees can expect:

- Clean, healthy, and environmentally safe, productive and accessible environments.
- Building systems that are able to provide reliable, efficient, and effective service.
- Building components that meet or exceed expectations for normally-accepted life cycle duration.
- Sustainable, energy-conservative building operating systems.
- Security program and infrastructure to provide a reasonable level of safety for King County workers and the public.
- Responsive and responsible maintenance programs that promote confidence in the County's facilities.

### King County Strategic Plan Alignment

Goal: Justice & Safety: Support safe communities and accessible justice systems for all

Objective 1. Keep people safe in their homes and communities

b. Maintain safe and secure county-owned infrastructure, including roads, bridges, buses, transit facilities, parks and buildings such as courts.

Objective 3. Ensure offending individuals are detained and sanctioned

b. Operate secure and humane detention facilities that comply with legal and regulatory requirements.

Goal: Service Excellence: Establish a culture of customer service and delivery services that are responsive to community needs

Objective 2. Build a culture of performance and improve the effectiveness and efficiency of county programs, services and systems.

a. Implement a unified management system for county operations including budgeting, performance measurement, service delivery, and strategic planning

A number of information technology efforts are in place to facilitate building operations and maintenance. Uniform guidelines and building standards are being developed for Automated Safety and Integrated Security Systems to be used throughout FMD operated buildings. With regard to building security systems and operating systems FMD continues to incorporate new technologies, industry standards, and best practices into the specifications for new construction

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and retrofit projects. FMD is continuing to implement and further develop its Computer Automated Facility and Maintenance Management System. These systems support maintenance reporting, tracking, inventory management, budgeting, and the timely delivery of maintenance services of county-owned facilities by automating all facility related service requests from tenant agencies.

## *Building Operations and Maintenance*

Building operations and regular maintenance activities are performed by the Building Services Section (BSS) within FMD. There are 270 full time equivalent positions in the Section, with a budget of \$37.8 million. Facility operations and maintenance constitutes the aspect of facility management with the greatest day-to-day exposure to customers, tenants, and the public at large. The terms operations and maintenance generally connote the following:

- Operations – activities that enable the facility to function on a daily basis, such as heating and cooling, electrical, lighting, plumbing, custodial, cleaning and security, access and parking services.
- Maintenance – activities that provide the physical upkeep of a facility and its systems. Maintenance includes routine servicing of building systems, daily care and cleaning to preserve the asset, and repairs needed to keep the facility in good operating condition.

The following are services and maintenance typically performed by FMD staff:

- Routine Service Maintenance: Service maintenance consists of providing the minimum level of care to an operating or building system to meet the manufacturer's basic recommendation of care. Included in routine maintenance are heating and cooling systems, electrical, mechanical, and plumbing systems, lighting systems, and elevators. Routine maintenance includes lubricating equipment, changing filters, adjusting belts, and keeping the equipment clean as basic service level maintenance.
- Preventative Maintenance: Preventative maintenance preserves the performance expected from the equipment or system. It involves systematic inspection, lubrication, adjustment, diagnostic testing, and correction. Performance and diagnostic testing distinguishes preventative maintenance from other forms of maintenance and ensures equipment and systems are performing in accordance with performance specifications as outlined in the operating and maintenance manuals. For example, service maintenance on an air-handling unit includes cleaning or changing filters, lubricating fan and motor bearings, and tightening or replacing drive belts. Preventative maintenance goes further; functional readings of air and water temperatures and flows, static pressure, motor amperage, and insulation tests are recorded and compared to performance specifications for the air-handling unit.
- Breakdown Maintenance: Breakdown maintenance is the act of deliberately not performing maintenance on piece of equipment or component. It takes place only when

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the equipment or component is intended to be operated without maintenance until it breaks down and is replaced.

- **Life Safety Checks and Services:** Life safety checks and services are maintained in accordance with National Fire Protection Association (NFPA) standards and include routine functions and services that are conducted to provide a reasonably safe environment for occupants regarding fire and other emergency conditions.
- **Interior Maintenance:** Interior maintenance includes the maintenance and upkeep of interior walls, paints, coatings, and wall coverings. Interior maintenance includes the daily upkeep and caring for finished walls, ceilings, and floorings that define interior spaces that accommodate various uses or occupancies.
- **Exterior Maintenance:** Exterior maintenance includes the maintenance and upkeep of exterior walls, paints, coatings, and wall veneers. It also includes the care and upkeep of windows, roofing systems, the building envelope, and the construction of exterior alterations in order to maintain their ability to resist moisture, erosion, and control of environmental elements, and sound, temperature, and fire.
- **Landscape Maintenance:** Landscape maintenance includes the care and upkeep of improved land areas surrounding facilities by contouring defined areas of terrain with grass, flowers, shrubs, and trees.
- **Custodial Maintenance and Services:** Custodial services cover a broad range of actions which can be organized into daily, periodic, and special task functions:
  1. Emptying all waste receptacles and replacing liners;
  2. Spotting, dusting, and mopping hard surface floors as well as cleaning and polishing as scheduled;
  3. Spot vacuuming all carpeted areas and removal of debris from furniture cushions/benches;
  4. Spot cleaning kitchen/kitchenette areas, including
    - Cleaning sinks, drains, and faucets (when sinks are empty),
    - Cleaning exposed counters and tables;
  5. Spotting exterior surfaces on refrigerators, microwave ovens, dishwashers and cabinets;
  6. Filling hand soap and hand towel dispensers;
  7. Dusting vents, heating units, pipes, bookcases, and all other horizontal surfaces, exposed TV and computer monitors, windowsills, office furniture, file cabinets;
  8. Spot cleaning walls, doors, light switches, and glass;
  9. Emptying the recycling station containers and outside trash containers;
  10. Cleaning and restocking restrooms;
  11. Interior window washing;
  12. Carpet cleaning.

## *Service Level Agreements*

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Building operations and maintenance activities are facilitated primarily through the use of Service Level Agreements (SLAs) with the tenant agencies that are supported by FMD. Service Level Agreements detail the performance standards and expectations for building maintenance with county agency and departmental tenants, especially in regard to custodial maintenance services. FMD has formal SLA agreements through June 30, 2011 with King County Superior Court, the Office of Information Resources Management, King County District Court, the Department of Executive Services, Metropolitan King County Council, the Department of Development and Environmental Services, the King County Prosecuting Attorney's Office, the King County Assessor's Office, and the King County Sheriff's Office.

The SLAs are substantially similar to one another; particular service needs and/or priorities for specific tenants are identified in their SLAs. Each SLA details the following FMD and tenant department/agency responsibilities:

In addition to custodial services, FMD SLA responsibilities (performance costs covered by per square-foot charges):

- Perform maintenance and repair of all interior and exterior building finishes, components, and systems, not considered major maintenance that are necessary to ensure a safe working environment, extend the life of the building, and maintain its building class.
- Respond to all work orders within the guidelines set forth in the Service Level Agreement.
- Replace light bulbs, ballasts, and starters to maintain lighting in the building.
- Repair/replace ceiling tile and grid work.
- Clean interior walls, patch, and touch up paint to maintain building appearance.
- Repair and maintain building components and equipment designated as FMD assets.
- Provide meeting room setups for conference and cleanup/arrange rooms after activities are complete.
- Manage security systems and the issuance of new keys, replacement of lost or damaged keys.

FMD SLA responsibilities (performed on a cost reimbursable basis).

With tenant authorization, FMD performs:

- Alterations or minor remodels of space based on an authorized work request from the tenant agency.
- Operation of building systems outside of normal operating hours based on a specific request from the tenant agency.
- Moves in excess of four (4) hours of billable time as authorized through work request by the tenant agency.
- Replacement of locks or keys because of employee negligence or other circumstances.

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SLA Partner Agency/Department operation and maintenance responsibilities:

- Make no additions, changes, alterations or improvements to the area occupied without the prior written consent of FMD. FMD may impose as a condition of such consent such requirements as FMD, in its sole discretion, deems necessary or desirable.
- Submit a timely work order to FMD in the event that any repairs, maintenance, or replacement is required.
- Submit a timely work order to FMD if janitorial or housekeeping services do not meet the standards identified in the SLA.
- Make no additions, changes, alterations, or improvements to the security systems or door locks without prior written consent of FMD. FMD may impose as a condition of such consent such requirements as FMD, in its sole discretion, deems necessary or desirable.
- Report to the FMD Director any continuing non-compliance with the provisions of the SLA.
- Tenant agencies agree that only FMD will perform operations and maintenance work within county-owned buildings, including maintenance and repair of equipment deemed to be part of a building’s operations. Specific exceptions include Superior Court’s FTR digital recording systems.
- The tenant agency shall be responsible for the maintenance, repair, and replacement of any equipment deemed to be in support of programmatic activities and not a part of the building operations.
- When keys or key cards are lost, misplaced, or otherwise compromised by the agency/department staff, the tenant will be responsible for the cost of re-keying locks or issuing new keys or key cards. Lost or duplicate keys must immediately be reported to Building Services. The use of Building Services issued keys by any persons other than the tenants’ employees or Building Services contractors and subcontractors is also prohibited.

Customer service is provided by the Facility Management Work Order Desk as a single point of contact for all users with custodial, maintenance, systems, or operational issues during regular business hours. The Work Order Desk handles all customer queries or requests for assistance in these areas. The Work Order Desk then initiates a work order and routes maintenance problems to the responsible superintendent for which SLA service provisioning has been negotiated. The schedule below outlines the hours of operation for FMD customer services. The on-call Duty Manager responds to after-hour emergencies only.

Customer Service	Days	Hours
Work Order Desk	Mon – Fri Except holidays	8:30 a.m. to 4:30 p.m.
Elevator Calls	Mon –Fri except holidays	8:30 a.m. to 4:30 p.m.
Duty Manager	7 Days a Week	4:30 p.m. to 8:30 a.m. and all day on holidays

Calls to the Facility Management Work Order Desk for regular, routine assistance are made

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through the tenant's authorized facility coordinator during regular work hours. After hours, emergency facility calls are made to the Duty Manager by the individual in charge of the facility or by an individual at the facility site at the time of the emergency. Security may be contacted by any employee through the central dispatch office (i.e., the Emergency Dispatch Center, or EDC) on a 24 hour, seven days per week basis. The phone number for the EDC is posted in elevator lobbies, and is printed on stickers for desk phones in county buildings.

The types of work orders generated in Maximo are described below:

- Corrective Maintenance (CM) work orders consist of routine maintenance activities that provide the physical upkeep of a facility and its systems. Maintenance includes routine servicing of building systems, daily care and cleaning to maintain the asset, and repairs needed to keep the facility in optimal operational conditions. CM work orders are assigned a priority 4 (routine) or 5 (low), meaning, the estimated completion date is within a week of submittal.
- Emergency (EM) and Quick Response (QR) work orders consist of requests requiring immediate attention. EM work orders are assigned a priority 1 (emergency), to be responded to within two hours. And a QR work order is assigned a priority 2 (urgent), with an estimated response time within eight hours of submittal.
- Tenant Support (TS) work orders are requests submitted by the tenants that are not considered routine maintenance. With the tenant authorization, FMD performs the following types of activities: alterations or minor remodels to space, operation of building systems outside normal business hours, moves in excess of four hours of billable labor, and replacement of locks or keys due to employee negligence or other circumstances. TS work requests are currently billed to the requesting agency through a Work Authorization, which is established with the requesting agencies low org, project and task numbers.

## *General Government Facilities: O&M Charges*

Funding for operation and maintenance activities is primarily based on two approaches. First, an internal service fund covers the occupancy costs of most operation and maintenance activities. Second, departments are charged directly for special moves or other activities not included in the internal service fund charges.

In October 1994, Ordinance 11591 established the Construction and Facilities Management Internal Service Fund (ISF) as a first tier fund. As an ISF, the fund's purpose is to finance and account for building operations and building maintenance services provided by FMD to other county agencies and departments. Rates are set to recover the full cost of providing these services. The fund also provides for printing, copying and bindery services. Agencies and departments are billed for the services rendered, with the payments built into their operating budgets.

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Through the payment of O&M rates, each agency and department makes payments to the FMD ISF to provide utilities services, basic housekeeping services, and day-to-day maintenance services for each general government building. The rate components are:

- 1) Building direct costs, including O&M staff assigned to the building, supplies and utility bills, and pooled labor to respond to work requests;
- 2) O&M staff section overhead costs;
- 3) FMD overhead costs;
- 4) Countywide overhead costs; and
- 5) Facility security costs.

Rates are charged on a per square foot (PSF) basis. PSF rates are initially established by building, and then allocated to departments based on the amount of assigned square footage.

Table 3 provides the O&M charges by building from 2007 through 2011. It is important to note that O&M charges in 2010 and 2011 were reduced by a rebate to tenants reflecting a reconciliation of rates to actual O&M performance in 2008 and 2009 respectively. The amount collected in O&M charges totaled \$33.5 million in 2010.

Table 3 FMD O&M Charges by Building from 2007 – 2011

	2007	2008	2009	2010	2010 adj	2011	2011 adj
Administration Bldg	\$11.46	\$14.19	\$13.23	\$13.00	\$12.09	\$13.70	\$11.98
Barclay Dean	\$ 7.51	\$10.37	\$ 7.04	\$ 7.51	\$ 6.60	\$ 7.90	\$ 6.18
Black River	\$ 9.08	\$10.52	\$ 8.70	\$ 8.04	\$ 7.13	\$ 9.35	\$ 8.71
Chinook	\$ 1.22	\$ 8.44	\$ 8.09	\$ 8.68	\$ 7.77	\$ 9.58	\$ 7.86
Courthouse	\$14.23	\$14.72	\$13.77	\$12.80	\$11.89	\$13.28	\$11.56
District Courts	\$12.70	\$12.92	\$12.48	\$11.26	\$10.35	\$12.53	\$11.00
Earlington		\$ 9.81	\$12.32	\$12.31	\$11.40	\$11.98	\$11.34
Graybar			\$13.53	\$10.75	\$ 9.84	\$ 8.16	\$ 6.44
KCCF	\$12.35	\$14.20	\$16.63	\$16.81	\$15.90	\$16.00	\$14.28
KCSO Precincts	\$11.35	\$11.53	\$11.42	\$11.19	\$10.28	\$13.60	\$11.89
Maleng Justice Ctr.	\$13.31	\$14.85	\$14.44	\$14.61	\$13.70	\$15.41	\$14.78
No. Dist. Multi Svc. Ctr.	\$ 9.13	\$12.10	\$10.99	\$10.64	\$ 9.73	\$12.14	\$10.43
Orcas Bldg	\$ 7.60	\$ 9.76	\$ 7.67	\$10.10	\$ 9.19	\$10.70	\$ 8.99
Public Health Centers	\$14.34	\$15.19	\$15.14	\$15.41	\$14.50	\$16.26	\$14.55
Ravensdale	\$ 8.84	\$10.21	\$ 8.63	\$ 8.14	\$ 7.23	\$ 9.01	\$ 7.29
RCECC	\$ 9.50	\$10.97	\$13.42	\$15.75	\$14.84	\$13.56	\$11.84
Records/Archives Warehouse			\$ 4.90	\$ 4.99	\$ 4.08	\$ 5.47	\$ 3.75
Regional Animal Control Ctr	\$ 8.75	\$ 9.11	\$11.45	\$12.36	\$11.45	\$13.63	\$12.97
Yesler	\$14.50	\$16.10	\$14.64	\$12.27	\$11.36	\$12.32	\$10.60
Youth Services Facility (Alder)	\$15.90	\$14.31	\$16.86	\$16.94	\$16.03	\$17.05	\$15.34

## *Major Maintenance*

In February 1993 the King County Council adopted Ordinance 10728, creating the Major Maintenance Reserve Fund. The ordinance defined policies for the fund operation and for the development of a General Facilities Major Maintenance Program. Major maintenance projects

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are often significant in terms of cost and the coordination required, with construction completed by contractors. The primary customers for these activities are the general public who visit county facilities and the county tenants that provide services within them.

The King County Code defines the purpose of the Major Maintenance Reserve Fund is to “provide for the periodic replacement of major building systems and components at King County facilities maintained by the Facilities Management Division so that each building will realize its full useful life. Expenditures are not to be used for routine maintenance or to finance unique program infrastructure investments, i.e., those capital expenses unique to a specific building user that are not necessary to maintain the usability and maintenance standard for the building.”

Historic preservation and restoration projects are eligible for funding from the Major Maintenance Reserve Fund, but the amount needed for periodic replacement of major building systems and components necessary for a building to realize its full useful life should be prioritized ahead of historic preservation and restoration projects, except where combining projects eligible for Major Maintenance Reserve funds would achieve a cost savings.

Major maintenance activities consist of planned periodic renovation or replacement of major building systems and components. These activities address the risks inherent in asset ownership. These risk-of-failure costs include service delivery interruption costs, higher maintenance costs from greater asset deterioration, occupational health and safety costs caused by asset failure, and community disruption costs. Major maintenance is therefore regarded as an insurance premium against the underlying risks associated with the operation of the asset. The aim is to select the type and level of major maintenance activity resulting in minimum overall cost.

Major maintenance planning is a structured, systematic process, ensuring the County’s general government portfolio of assets supports the County’s strategic plan and agency business plans. The planning process also ensures alignment with the County’s capital improvement strategy and asset disposal strategy. The application of the planning process requires both detailed knowledge of the asset portfolio and good understanding of the County’s service delivery strategy.

The level of major maintenance activities should be consistent with the role the asset plays in the delivery of services relative to other like assets in the portfolio, reflect obligations for compliance with statutory requirements for occupational health, safety, fire, and environmental management, be realistically attainable given the age, condition, and expected life of the asset, and capable of achievement based on availability of financial resources.

The benefits of a major maintenance plan include:

- Assets perform at optimum levels, reducing service disruptions and losses due to asset failure.
- Costs of asset maintenance can be quantified and budgeted into future years with confidence.
- The performance of the asset can be reviewed to suit service delivery needs.
- The plan provides a foundation for continuous process improvement.
- The plan provides feedback to improve future application of the maintenance process.

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- Environmental responsibilities (such as energy management, water usage, and pollution control) can be addressed.

Developing and managing a major maintenance program requires the following actions:

1. Identifying the facilities to be included in the plan.
2. Determining the required performance of the facility.
3. Completing a facility condition assessment for each facility by system along with a recommended maintenance plan for each facility's systems.
4. Establishing major maintenance costs over the lifetime of the component and facility, tracking historical costs and projected future ones.
5. Implementing the major maintenance plan and programs in a fiscally responsive manner.
6. Monitoring and reviewing the major maintenance plan, making changes as facility/system/component performance data is collected.

Important in the development of the major maintenance program is the facility condition assessment. Periodic condition assessments must be performed on critical facilities using inspection methods in accordance with industry standards. Condition assessments result in a determination of the current condition of assets, their estimated time to failure, and the optimal period to accomplish maintenance actions based on engineering/maintenance analysis, and the estimated cost to correct identified deficiencies and/or replace system components. The last comprehensive facility condition assessment of FMD managed county facilities was prepared in 2002. Efforts are underway to complete an updated assessment in 2011. As part of this work, a facility condition index; that is a ratio of the cost of deficiencies divided by the current building replacement value, will be developed for each facility thereby enabling a relatively straightforward way to perform condition comparisons across buildings and to estimate facility degradation rates. The results can also be used to monitor the success of major maintenance efforts over time.

## *General Government Facilities Major Maintenance Charges*

FMD maintains the Major Maintenance Replacement Plan for 35 general government facilities. The major maintenance financial model is the analytical system for the expenses for periodic replacement of major county building systems and components and for developing the revenue estimates necessary to fund those expenses. This model provides policymakers with baseline data for determining the annual budget appropriation into the Major Maintenance Reserve Fund (MMRF), a capital fund managed by FMD.

Table 4 provides a listing of the Major Maintenance Replacement per-square-foot charges by building from 2007 through 2011 with the "catch up" adjustment. Revenues from the 2010 MMRF charges totaled \$11.58 million in 2010.

Table 4 FMD MMRF Final Charges By Building from 2007-2011

	2007	2008	2009	2010	2011
Administration Building	\$3.39	\$2.74	\$3.37	\$3.95	\$4.46
Archives and Record Center	\$3.97	\$3.71	\$4.13	\$4.78	\$5.73
Barclay Dean	\$3.26	\$3.05	\$3.51	\$4.88	\$5.64

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	2007	2008	2009	2010	2011
Blackriver	\$4.17	\$3.89	\$3.56	\$4.14	\$4.45
Chinook Bldg	\$0.00	\$0.00	\$0.00	\$0.00	\$1.11
District Court-Aukeen	\$4.05	\$4.11	\$4.39	\$4.73	\$4.81
District Court-Federal Way	\$0.76	\$0.80	\$0.62	\$0.68	\$0.46
District Court-Issaquah	\$1.42	\$1.49	\$3.71	\$9.37	\$9.66
District Court-Northeast (Redmond)	\$3.15	\$3.44	\$4.62	\$7.14	\$7.02
District Court-Renton	(\$0.48)	(\$0.51)	(\$0.75)	(\$0.70)	(\$1.03)
District Court-Shoreline	\$5.04	\$5.96	\$15.41	\$15.46	\$19.14
District Court-Southwest	\$8.45	\$7.89	\$10.37	\$9.95	\$13.74
Youth Services Facility - Spruce	\$8.63	\$10.32	\$5.13	\$3.61	\$6.71
Youth Services Facility - Tower & Admin	\$6.61	\$6.78	\$8.17	\$10.06	\$10.59
Earlington Bldg	\$0.00	\$0.00	\$3.49	\$0.00	\$5.12
Goat Hill Parking Lot	\$0.00	\$0.00	\$0.49	\$0.00	\$0.54
Regional Animal Control Shelter	\$6.55	\$4.64	\$8.45	\$8.97	\$9.10
KCCF	\$4.92	\$4.57	\$5.69	\$6.44	\$7.66
Courthouse	\$4.18	\$3.99	\$5.62	\$6.24	\$6.81
King County Shooting Sports Park	\$3.79	\$4.00	\$4.60	\$6.79	\$5.81
Kingstreet Center	\$0.97	\$0.97	\$0.97	\$0.97	\$0.97
Orcas Bldg	\$0.00	\$0.00	\$0.00	\$2.41	\$3.94
PH-Auburn	\$6.07	\$6.16	\$6.24	\$6.08	\$6.13
PH-Eastgate	\$3.98	\$4.15	\$9.30	\$8.86	\$11.62
PH-North (NDMSC)	\$11.71	\$9.28	\$12.30	\$12.72	\$12.65
PH-Northshore	\$4.47	\$4.59	\$5.23	\$4.06	\$7.86
PH-South (Federal Way)	\$4.12	\$4.04	\$7.77	\$7.40	\$10.27
PH-Southeast (Renton)	\$12.02	\$12.64	\$13.10	\$12.29	\$15.37
PH-Southwest (White Center)	\$8.05	\$9.58	\$9.18	\$12.27	\$14.08
Police Precinct 2-Kenmore	\$7.59	\$7.40	\$10.71	\$11.70	\$12.23
Police Precinct 3-Maple Valley	\$13.08	\$12.89	\$17.02	\$19.44	\$21.57
Police Precinct 4-Burien	\$8.20	\$6.75	\$10.24	\$11.57	\$12.85
Police Precinct-Marr Lot	\$172.71	\$182.08	\$239.63	\$221.37	\$529.78
RCECC	\$5.19	\$5.69	\$11.00	\$12.07	\$12.71
Maleng Justice Center –Court	\$2.35	\$2.38	\$2.72	\$3.18	\$2.93
Maleng Justice Center –Jail	\$3.45	\$3.60	\$3.92	\$4.46	\$5.43
Yesler Building	\$6.98	\$6.62	\$9.19	\$9.31	\$9.72

Each year, using the Major Maintenance Replacement Plan as the source information, a six year major maintenance capital improvement program is approved by the County Council and adopted as part of the budget ordinance. The plan includes a list of projects, accompanied by the criteria used to develop the list and any changes from the previous year's list. The plan is prioritized and includes project names, project numbers, and project appropriation requests. The priority system is based on a three level rating system:

- First level: the scheduled replacement year.
- Second level: the importance of the building based on the following order: a) detention, b) sheriff and public health facilities, c) office and court building, and d) warehouses and other building types.
- Third level: the building systems which are ranked in the following order: a) improves safety, b) preserves facility integrity, c) achieves operational efficiencies, and d) improves facility appearance.

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## *Long-Term Trends for Operations and Maintenance and Major Maintenance Responsibilities*

Implementation of an integrated data/facility management system that will provide across the board integration of data and information from Space Planning, Preventative Maintenance to Major Maintenance projects. It could also serve as a centralized location accessible to all divisions within FMD, improving communication and coordination of projects.

## *Operation & Maintenance Long-Term Objectives and Strategies*

*Objective #1: To enhance service level maintenance by implementing a comprehensive project management program on all building systems and equipment.*

- Upgrade the Maximo Maintenance Management System (MMS).
- Implement routine service level checks and maintenance on all building systems.
- Implement a preventative maintenance and parts inventory program.
- Develop standard operating/ start-up procedures for all mechanical equipment.

*Objective 2: To improve quality control work processes of facility management services.*

- Provide training on established standard work order procedures; tracking, cost accounting, timely closures; improve tenant communications/notifications.
- Develop and implement a tenant handbook for buildings that do not currently have handbooks, and update existing handbooks as needed.
- Update and confirm building/agency representative liaisons to FMD.
- Evaluate custodial service levels; develop standard cleaning procedures and quality control checks and reporting processes.
- In cooperation with the CPD Section, develop administrative procedures for tenant change orders to work authorizations and additional requested services.

*Objective #3: To improve tenant satisfaction and increase the efficiencies of BSS programs & services.*

- Develop and implement means of ongoing tenant satisfaction feedback and establish quality standards & improvement processes.
- Improve and conduct quality checks on completed projects and BSS services provided.

*Objective #4: To educate tenants on the service delivery system and to streamline access to building services and personnel.*

- Enhance our web-based services, enhance the BSS web-page; provide user friendly portal access and detailed information of available services.
- Develop a web-based work request address directed to building coordinators/tenant managers.

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- Educate tenants, employees and BSS staff on after hours maintenance requests and emergency maintenance response procedures.
- Create quarterly newsletter with interactive links.

*Objective #5: To improve employee proficiency and customer services skills and increase service efficiencies.*

- Provide technical training opportunities to staff in order to enhance proficiency in new facility management technologies and increase customer service training within section.
- Streamline Maximo procedures/management reporting functions and implement quality control procedures and supervisory training.

## *Major Maintenance Long-Term Objectives and Strategies*

*Objective #6: Choose the appropriate projects that maximize return on investment and address greatest facility needs consistent with goals of MMRF program.*

- Develop and implement a replacement for the existing Carter-Burgess-based MMRF project identification system
- Review & revise if necessary the financial model that charges tenants for MMRF.
- Develop and implement a formal process to move buildings onto or off of the “Watch List” (facilities anticipated to be surplus or demolished) including building-specific guidance of what types of projects should or should not be done as MMRF.
- Review MMRF project prioritization guidelines to ensure compliance with current funding and operation realities and Executive and Council initiatives.
- Incorporate and energy efficient elements when possible and practical.
- Determine whether (and which) projects that bring existing functional but non-networked electronic components (such as HVAC controls and security systems) up to more nearly “state of the art” should be funded through the MMRF.

*Objective #7: Execute MMRF projects assigned to BSS on-time and on-budget, monitoring projects for completion and identifying efficiencies in project implementation.*

- In the immediate term, increase focus on MMRF implementation to significantly reduce current funding backlog.
- In the long-term, increase MMRF implementation to achieve and sustain a 70% accomplishment rate (ratio of project expenditures to project funding). This percentage represents a high standard, recognizing that, at any given time, funded projects are in the planning, design and permitting process.
- Develop and implement internal project control systems that will report on project schedules and expenditures in sufficient time to correct impending problems. Integrate the Maximo system with the new capital project tracking system.
- Review and propose alternative project implementation strategies: 1) “bundling” projects to include entire building systems or entire buildings rather than addressing on a component or subsystem basis, 2) major maintenance design/build contracts rather than

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the traditional design/bid/build approach, and 3) employ contractors or term limited temporary employees during peak-periods.

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## *Environmental Sustainability for King County Owned and Leased Buildings*

Goal: The effective and efficient stewardship of King County real property assets, workplaces and related services in an environmentally sustainable manner through fostering partnerships with other governmental agencies and the private sector.

Environmental sustainability provides for the needs of the present without compromising the ability of future generations to meet their own needs. Additionally, with careful planning and implementation of environmentally sustainable infrastructure and management practices, the County can reduce energy costs. The County must make wise and efficient use of our renewable and non-renewable resources. The County's facilities and workplaces provide opportunities for incorporating environmental sustainability measures.

King County has long recognized that it can reduce operating costs and emissions of greenhouse gases and other pollutants by reducing its energy use, meeting more of its energy needs with local renewable resources, and taking advantage of opportunities to produce energy where practical. As early as 1980 the County issued the first King County energy management plan. Energy continues to be a major cost to the County, and reducing this expense will contribute to the County's ability to maintain services. King County has committed to continuous improvement in the ways it produces and uses energy in the next 20 years. Current King County planning featuring sustainability goals includes:

- The King County Strategic Plan
- Energy Policy
- Climate Change Policy
- Green Building Policy

### King County Strategic Plan Alignment

Goal: Environmental Sustainability - Safeguard and enhance King County's natural resources and environment.

- Objective 4. Minimize King County's operational environmental footprint.
- a. Incorporate sustainable development practices into the design, construction and operation of county facilities and county-funded projects.
  - b. Measure energy usage in county facilities and use this information to guide conservation investments.
  - c. Encourage King County employees to reduce their environmental impact

The 2010 King County Energy Plan (Energy Plan) provides a detailed roadmap for implementing the King County Strategic Plan, building on the County's past efforts to improve energy efficiency and expanding the use and production of renewable and greenhouse-gas-neutral energy.

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While it is important for King County government to make the best use of its energy assets and opportunities, its operational use of energy represents only a fraction of the energy used in the County as a whole. King County's decisions about transportation, land use, and promotion of new technologies in the energy arena sets the stage for community-level reductions in both energy use and greenhouse-gas emissions. The King County Strategic Plan recognizes this broader role for County government, making recommendations to encourage and support a growing and diverse economy, expand transportation choices, and partner with regional organizations, other jurisdictions, and the private sector to promote innovation. The Energy Plan outlines specific strategies the County can use to encourage actions in the broader community that reduce energy use and associated greenhouse-gas emissions as well as promote a green energy economy in this region.

The policies contained in the Energy Plan establish a vision, mission, and specific long-term targets for sustainability countywide. Each of these efforts encompasses countywide strategies, major county enterprises, and the County's general government and real property management areas. This section focuses on the latter goals, specific to the Facilities Management Division.

## *Sustainability in the Real Property Asset Management Plan*

The Real Property Asset Management Plan focuses on three components of environmental sustainability:

- Sustainable General Government and MMRF capital improvement programs and projects
- Sustainable facility management and operations
- Sustainable employee workplace practices

Overall, achieving environmental sustainability requires increasing awareness of its importance, encouraging leadership and innovation, conducting training to enhance the County's knowledge base, improving facility environmental performance, minimizing wastes, and reducing costs.

## *Sustainable capital improvement programs and projects*

It is King County policy to embody environmentally responsible policies and practices in the siting, design and construction of county facilities (assets). While assets that are environmentally responsible may at the outset appear cost prohibitive, the combination of both financial and non-financial costs and benefits over the long-term can prove advantageous. The Green Building and Sustainable Development Ordinance requires that capital projects meet either the LEED Standard or integrate cost-effective sustainable development practices into infrastructure projects. Capital projects are defined under two categories:

- A "LEED-eligible building" as a "new construction project larger than five-thousand gross square feet of occupied or conditioned space as defined in the Washington state energy code or a major building remodel or renovation project." A major remodel or renovation is further defined as "work that demolishes space down to the shell structure and rebuilds it with new interior walls, ceilings, floor coverings and systems,

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when the work affects more than twenty-five percent of a LEED-eligible building's square footage and the affected space is at least five-thousand square feet or larger." These projects must achieve LEED Gold rating, as long as there is no adverse cost impact to the current expense fund to achieve the Gold rating, and a cost impact of no more than 2% to other funds and other ordinance requirements.

- A "non-LEED eligible" capital project is a project "where the scope of the project or type of structure limits the ability to achieve LEED certification." All projects that do not meet the definition of LEED-eligible are therefore mandated to follow the requirements of the "non-LEED eligible" or infrastructure portion of the ordinance. If the project only includes renewable energy or energy efficiency improvements, project managers must complete a smaller scope of requirements in lieu of the non-LEED checklist.

The Ordinance also includes three types of required reports. At 30% design, project managers must submit to the county-wide Green Building Team division representative a copy of the scorecard for the relevant project type. At project completion the project manager submits another completed scorecard. Also, annually, the project manager must submit information to the county-wide Green Building Team division representative regarding green strategies, fiscal issues, and greenhouse-gas information annually.

Examples of 2010 – 2011 facility energy projects proposed and managed by FMD are reported in Table 5 below.

Table 5 2010 - 2011 FMD Facility Energy Projects

2010 – 2011 FMD Facility Energy Projects.	
✓	Complete the Regional Justice Center Energy Project in 2011 for an estimated \$2 million with a \$554,046 PSE rebate thereby yielding annual energy savings of 327,807.
✓	Complete the Earlington Roof and HVAC project by 2011 for an estimated \$4.1 million with \$200,000 PSE rebate thereby yielding annual energy savings of \$88,521.
✓	Complete the consolidation of servers, currently located at throughout the County, into the data center. Establish criteria for servers to remain at local sites.

## *Sustainable Practices in Facility Management and Operations*

The basic structure of a nation-wide energy conservation program for commercial buildings and industrial equipment was established by The National Energy Conservation Policy Act of 1978 amendments to the Energy Policy and Conservation Act (EPCA) of 1975, and the Energy Policy Act of 1992 (EPACT). According to the US Department of Energy, commercial buildings use more energy than any other sector of the American economy, consuming more than 70 percent of electricity and over 50 percent of natural gas. Therefore, investing in energy-efficient buildings

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– by implementing both sustainable green building technologies in new construction and by incorporating new technology improvements and best practices in energy management of existing facilities – will significantly reduce the County’s environmental footprint, while making buildings more energy efficient, productive, and affordable.

As part of the 2008 King County Green Building and Sustainable Development Ordinance, DNRP developed draft Enhanced Operations and Maintenance Guidelines for King County facilities. Although still an incomplete draft document, the Guidelines provide a good starting reference point for planning and reviewing facility operations and maintenance practices for their environmental sustainability.

The basis for the information and recommendations in the Guidelines is the LEED standard for operations and maintenance in existing buildings, LEED-EB: O&M. The Guideline utilizes the requirements for receiving credit for specific action areas under the LEED-EB: O&M standards. Standards are provided in the following areas of facility operations and maintenance:

- Retro commissioning
- Landscaping
- Building Envelope
- HVAC Systems and Indoor Air Quality
- Electrical Systems and Lighting
- Plumbing Fixtures and Systems
- Recycling and Waste Management
- Green Cleaning Practices, Equipment, and Products

The Guidelines also include suggested resource worksheets for tracking some areas and practices under the standards. Draft templates for O&M plans and matrixes for measurable maintenance goals are provided. Many of the items featured on the Guidelines’ inspection forms directly correlate with the service level descriptions and reviews addressed in Service Level Agreements between FMD and tenant partners in county-owned buildings. Also, some form references (to approved cleaning products, for example) are apparently directed to custodial services, when, in practice, county policy already addresses the LEED-EB: O&M requisites regarding purchase of sustainable cleaning products through procurement requirements.

FMD participates in the following federal programs and initiatives aimed at assisting local governments and communities in their efforts to improve overall reductions in energy consumption:

The Building Technologies Program: The Building Technologies Program (BTP) works to improve the efficiency of buildings and the equipment, components, and systems within them. The program supports research and development activities and provides tools, guidelines, training, and access to technical and financial resources. The United States has many opportunities for energy and cost savings in its buildings. BTP is leading the way with advanced technologies for new and existing buildings.

The Commercial Building Initiative: The Commercial Building Initiative (CBI) aims to significantly improve the energy efficiency of new and existing commercial buildings. To

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achieve this goal, CBI researches technologies, strategies, and tools to improve energy savings over current building codes. CBI also engages commercial building owners and operators to ensure these technologies are market-ready.

ENERGY STAR Program: ENERGY STAR® is a joint program of the Department of Energy (DOE), and the Environmental Protection Agency (EPA), designed to help local governments protect the environment through superior energy efficiency. The Energy Star program offers a proven strategy for superior energy management with tools and resources to help each step of the way. Based on the successful practices of ENERGY STAR partners, these guidelines for energy management assist organizations in improving their energy and financial performance while distinguishing FMD as an environmental leader.

FMD is improving the energy efficiency in county-owned buildings by implementing the following sustainable practices in facility management and operations:

1. **Benchmark Energy Performance in all County Buildings** – FMD is establishing an account in Utility Manager, software that leverages monthly utility bill and meter data to measure and report on energy cost, consumption and environmental factors. Utility Manager will collect key building and operational characteristics and energy use data to assess and understand the current energy performance of all county-owned buildings.
2. **Identify Under-Performing Buildings** – Using Utility Manager results, FMD will compare energy performance levels in all buildings to identify under-performing buildings which will be targeted for energy efficiency improvements. The initial Utility Manager results will establish the baselines for measuring progress for energy efficiency improvement project over time.
3. **Implement Best Operating Practices and Energy Efficiency Improvement** – Once facility audits and benchmarking are complete, buildings identified as underperforming assets will be targeted for identification and implementation of best operational and maintenance strategies and equipment retrofit opportunities for improving energy efficiency, using the DOE's Building Technologies Program (BTP), and Commercial Building Initiative (CBI), as well as the EPA's ENERGY STAR Program. These programs focus on improving the current facilities lighting systems, supplemental loads, air distribution systems, and/or heating and cooling systems.
4. **Track Progress over Time** – FMD staff will track progress in Utility Manager and monitor variations in energy consumption and associated greenhouse gas emissions.
5. **Verify and Document Results** – Utility Manager will be used to provide a level of transparency and accountability by generating performance indicators, including energy use intensity, energy efficiency improvement over a baseline, EPA's Performance Rating (where applicable), and greenhouse gas emissions associated with building energy use. At the end of the project period, this information will be used to report energy use and greenhouse gas reduction results back to DOE.

The actions identified above are reflected in the many of the LEED-EB: O&M outcome requirements. For example, benchmarking building energy performance is the major component of the retro-commissioning standards. By continuing to incorporate sustainable practices into

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our day-to-day operations, we have the ability to continue to reduce the negative environmental impact of buildings that we maintain and operate.

In addition to a focus on energy reduction, operations and maintenance staff are working to reduce the environmental impact of storm water discharge. Pollutants such as oil and grease, pesticides, fertilizers, sediment, and other substances commonly found in our environment are also present in storm water runoff. Polluted storm water runoff can have many adverse effects on plants, fish, animals, and people. Sediment can make it difficult or impossible for aquatic plants to grow and can destroy aquatic habitats. Excess nutrients from fertilizers can cause algae blooms. When these blooms die and decompose, they remove oxygen from the water, making it difficult for fish and other aquatic organisms to exist in water with low oxygen levels. The purpose of regulating storm water runoff is to prevent pollutants from reaching our rivers, lakes, and oceans.

The 1972 Federal Water Pollution Control Act (Clean Water Act or CWA) establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters. The CWA makes discharge of any pollutant from a point source into navigable waters unlawful without a permit. EPA's National Pollutant Discharge Elimination System (NPDES) permit program controls discharges. "Point sources" are discrete conveyances such as pipes or man-made ditches. Industrial, municipal, and other facilities must obtain NPDES permits if their discharges go directly to surface waters.

On February 16, 2007, the Washington State Department of Ecology (Ecology) issued a new municipal permit under Phase I of the NPDES. This NPDES permit regulates King County as the owner and operator of a municipal separate storm water sewer system and requires a programmatic approach to improving storm water management with regulations covering a broad range of administrative practices and actions. The permit requires submittal of a Stormwater Management Program (SWMP) document to Ecology describing the practices and actions that will be implemented by King County to comply with permit requirements.

Under a November 2007 Executive Order, King County departments are required and empowered to cooperate and coordinate on the development and implementation of the County's program for compliance with the NPDES Phase I Municipal Stormwater Permit (NPDES Permit). DNRP developed a county-wide SWMP in 2010. The SWMP describes the actions and programs implemented by King County agencies to protect storm water in unincorporated King County and of King County facilities located in other jurisdictions, in accordance with the requirements outlined in Section S5. C of the NPDES Permit. FMD is covered under the NPDES Permit and must comply with the SWMP components listed below:

- Mapping the County's Drainage System – participate in the development of the County map for FMD managed properties
- New Development/Construction – ensure that the King County Stormwater Design Manual (SWDM) is being followed in all FMD construction designs and design contracts and during project construction
- Source Control – identify potential pollution-generating sites that must use appropriate source control best management practices

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- Illicit Discharges – adopt policies and procedures ensuring non-storm water, illegal discharges, and/or dumping (building wash water, sidewalk wash water, lawn watering, line flushing, etc.) are managed properly
- Operations and Maintenance – establish storm water reduction practices for parking lots, land surrounding buildings, and other vacant areas; adopt Stormwater Pollution Prevention Plans (SWPPPs) for qualifying properties
- Education and Outreach – perform outreach activities regarding storm water pollution impacts and prevention with county personnel

## *Sustainable employee workplace practices*

In order to be successful in the overall strategy of energy conservation aimed at reducing energy use and creating sustainable practices in the work place, it is important to develop a culture of energy awareness among county employees. These efforts will help to support the County's goal to reduce energy use in its facilities and countywide. FMD is partnering with county employee tenants throughout King County, encouraging participation in energy conservation programs and sustainable practices through outreach and promotional activities, and collecting and providing information on conservation program results.

In addition to working with our employees and tenants, as part of the Goat Hill Garage/Chinook Building permitting, the County submitted a Transportation Management Plan (TMP) which was incorporated into the project's Master Use Permit. The thrust of this plan was to encourage mass transit use, carpools, and vanpools. The program not only mitigates traffic impacts, it also puts in place measures to reduce the numbers of single occupancy vehicles driving to downtown Seattle and, accordingly, has a positive impact on greenhouse gas emissions and other environmental consequences of motor vehicles. The stated goal of the program is to achieve a 40 percent reduction in single occupancy motor vehicle use by the year 2013. Among the stated strategies are:

- Single occupancy vehicle parking on-site, except for county motor-pool parking, shall be provided at a minimum of the prevailing market rate.
- Building tenants will provide a monthly pass subsidy of at least 100% of the cost of one month bus pass for one and two zone fares for all employees.
- A minimum of five City of Seattle Certified Carpools will be provided monthly unassigned parking a 70% of the lowest monthly fee.
- Certified vanpool vehicles will be provided assigned parking with a minimum of two parking stalls fully subsidized.
- Framed locking bicycle racks will be provided for building visitors.
- Up to 50 short-term parking spaces will be available for the area merchant customer parking.
- There will be surveys and promotional activities related to the goals of the program.
- The tenants, to the extent feasible, will utilize flexible shift schedules and four-ten work schedules to reduce peak parking demands.

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## *Environmental Sustainability Objectives and Strategies*

*Objective #1: To design and construct county-owned and financed facilities using green building techniques, thereby creating environmentally, financially, and socially sustainable facilities.*

- Strategy: To complete an analysis at 30% design that identifies the up-front incremental construction costs, costs of LEED registration and certification, and the present value of O&M cost savings over the life of the asset – verifiable by third-party review.
- Strategy: To require all new construction and major remodel and renovation projects to achieve the LEED Gold certification as long as there is no cost impact to the current expense fund to achieve Gold, and a cost impact of no more than 2% to other funds.
- Strategy: To apply and encourage new and innovative technologies and renewable energy where practical to reduce energy use and impacts in county facilities.
- Strategy: To complete a written analysis before completion of project design for all capital improvement projects (including new construction, remodeling, and energy-saving performance contracts and equipment retrofits and replacements) that include \$250,000 for powered equipment; and for which reasonable alternatives appear to be available for either reducing energy usage by at least 10% below applicable building code requirements or for reducing greenhouse gas emissions.
- Strategy: To consider passive and active solar energy collection systems in all new facility designs and major rehabilitations. Solar electric generation systems interconnected with local utilities should be employed where cost-benefit analysis shows net benefits, considering emergency power potential and capitalizing on utility net-metering and power production credit programs.

*Objective #2: To incorporate sustainable practices in facility management and operations to improve efficiency and to reduce the County's environmental footprint by reducing energy usage; increasing reliance on renewable energy; utilizing environmentally-preferred maintenance products; and protecting water quality.*

- Strategy: Achieve the performance measure of 10% energy savings by year-end 2012 for FMD operated buildings by employing the following strategies:
  - ✓ Maintain accurate records of energy use for the FMD operated buildings to set baselines, benchmark energy use, inform actions, and measure County progress toward achieving targets in the energy plan.
  - ✓ Rank the relative efficiency of FMD operated buildings using the Standard Energy User Index which gauges the square foot energy consumption in each building adjusted for outside temperatures. The higher the score, the less efficient the buildings are and the more proactive actions must be.
  - ✓ Except for all buildings in excess of 70,000 gross square feet, initiate an in-house field review of building operations and mechanical system performance and identify steps to improve each building's efficiency by year-end 2012:
    - ✓ To aggressively pursue grants and loan for electrification or other innovative technologies for use in FMD operated buildings.
    - ✓ To purchase county lighting that meets or exceeds the energy efficiency standards established in federal regulation to the maximum extent feasible

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- ✓ Work with the Office of Resource Information Management to move servers out of FMD operated buildings to the County's central computer center at the "Sabey Center"
- ✓ Prepare FMD energy report to be submitted to DNRP by January 31<sup>st</sup> of each year. To institutionalize regular reviews of energy usage, energy sources, and energy audits and use these to evaluate progress in meeting goals and to inform adjustments in operations.
- Strategy: To increase procurement of energy from renewable sources (e.g., electricity) to at least 25% of FMD's energy consumption by 2012.
  - ✓ Purchase renewal energy (electricity) from Seattle City Light and Puget Sound Energy for all FMD operated buildings larger than 70,000 gross square feet.
- Strategy: To ensure compliance with NPDES Phase I Municipal Permit and the Department of Natural Resources and Parks (DNRP) 2010 Stormwater Management Program and Stormwater Design Manual.
  - ✓ Through consultant reviews and inspections by the Department of Natural Resources & Parks, determine what infrastructure improvements and preventative maintenance activities are necessary at FMD/Building Services operated buildings/sites.
  - ✓ Develop, implement and track a formal preventative maintenance program for surface water facilities for FMD/Building Services operated sites.
  - ✓ Construct necessary surface water infrastructure improvements and report any capital projects greater than \$25,000.
  - ✓ Participate in the county-wide mapping program for all real estate for which FMD is the steward to include properties and buildings used by county agencies and operated by FMD; county open spaces, investment, tax title and other properties managed by RES and having existing surface water infrastructure.
  - ✓ Develop a program to document complaints about activities on Real Estate Services managed properties and follow-up on those complaints. Possible alert web-site. Work with DNRP to develop a Website for the general public to report issues on FMD managed county and tax title properties.
  - ✓ Develop and implement training program on NPDES Permit Requirements for applicable FMD employees ensuring compliance with NPDES requirements and knowledge of best practices related to preventative maintenance activities.
- Strategy: To incorporate energy efficiency and resource-use guidelines into the Green Operations and Maintenance Guidelines including "LEED for Existing Buildings" methods as appropriate.
- Strategy: Implement green operations and maintenance and green cleaning programs within FMD facilities county-wide based on the recommendations in the draft Enhanced Operations and Maintenance Guidelines.
- Strategy: Reduce evening light pollution through placement or programming of outdoor lighting to minimize the unwanted effects of improperly directed lighting.

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*Objective #3: To encourage King County employees to embrace sustainable practices in their workplace in order to reduce their environmental impact and by providing incentives to reduce the numbers of single occupancy vehicles driving to downtown Seattle.*

- Strategy: To perform outreach and promotional activities promoting energy awareness and energy reduction strategies aimed at personal responsibility in the use of energy consumption at work
- Strategy: To develop a communication plan seeking suggestions for energy savings, and competitions or events to focus attention in support of encouraging employees to embrace sustainable practices
- Strategy: To propose parking fees that provide financial incentives for employees to make transportation choices that reduce overall King County energy use and emissions
- Strategy: To reduce greenhouse gas emissions by implementing the County's transportation management plan by:
  - ✓ Partnering with the County's Department of Transportation (DOT)
  - ✓ DOT to manage information dissemination, reporting, SOV use.
  - ✓ FMD to provide DOT bulletin board space.
  - ✓ FMD to develop appropriate legislation and propose parking rates as provided for in the TMP.

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## *Disaster Preparedness and Facility Security Section*

Goal: Comprehensive preparation for the protection of lives and property in King County facilities from natural disasters and security hazards and provision of excellent crisis prevention and response in coordination with other King County agencies and regional entities.

Disaster Preparedness and Security Planning have become increasingly important for local jurisdictions such as King County in recent years. Because local governments are often the first responders to disasters, sufficient planning by localities can be the lynchpin in regional disaster preparedness.

Disaster and security planning generally consist of two primary components: 1) the organizational response, i.e., how the organization is prepared to react to crises when they occur, and 2) its resiliency, i.e., how the organization builds and improves its capacity to withstand and recover quickly from crises, through capital and operational improvements and other means.

The King County Emergency Response manual sets County standards and practices for emergency response, in terms of preparedness, response, recovery, and mitigation. Although related, resiliency differs from response in that it focuses on the building condition – the design of facilities themselves: what they are made of, where they are located and their impact on the facility’s resistance to disasters.

Building resiliency into disaster and security planning has received increasing focus in recent years, as jurisdictions have recognized the need for planning that is not just reactionary to the effects of a disaster, but provides the information needed to take steps to reduce the probabilities and consequences of failure and the time for recovery.<sup>2</sup> Capital planning best practices directs local jurisdictions to incorporate resiliency into their planning processes to increase the sustainability of the community and mitigate the negative effects of disasters.<sup>3</sup>

“Building resiliency into the capital planning process includes setting appropriate parameters for new construction and the continued maintenance of key assets and infrastructure in order to strengthen a community’s ability to withstand and respond to a disaster. A resiliency based capital program helps local jurisdictions identify critical assets, prioritize infrastructure risk, build in the appropriate and necessary costs, and establish a system that reduces the impact of disasters and the time required for a community to recover and get critical services back up and running.”<sup>4</sup>

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<sup>2</sup> Government Finance Officers Association (GFOA) “Recommended Practice on Business Preparedness and Continuity Guidelines” (2008)

<sup>3</sup> GFOA “Building Resiliency into Capital Planning” (2008)

<sup>4</sup> Id.

# King County Real Property Asset Management Plan

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## King County Strategic Plan Alignment

Goal: Justice and Safety: Support safe communities and accessible justice systems for all  
Objective 4. Decrease damage or harm in the event of a regional crises.  
b. coordinate and provide direct response to crises such as communicable disease outbreaks, floods, earthquakes, severe weather events and homeland security threats.

### *Facilities Management Division Role in County and Regional Disaster Preparedness*

In King County, the Office of Emergency Management (OEM) in the Department of Executive Services has primary responsibility for disaster planning. OEM consists of two programs: Emergency Management and Enhanced 911. The Emergency Management Program coordinates planning, information sharing, and resource management among King County departments and with other regional and national entities, and is responsible for managing the County's Emergency Coordination Center. In December 2009, OEM completed the required five-year update of the Regional Hazard Mitigation Plan, as required under Federal Code.<sup>5</sup> OEM is also responsible for the King County Comprehensive Emergency Management Plan (CEMP), last updated in December 2008.

The CEMP identifies a number of areas of support specific to FMD in regional emergency and disaster response. Following an emergency or disaster, FMD provides resource support through assisting with identification of locations and sites for logistics and personnel worksite relocations. In mass evacuation scenarios, FMD coordinates inspection of King County buildings for safe occupancy, provides the status of King County buildings (owned or leased) buildings to the Emergency Coordination Center, and makes evacuation recommendations to occupants of county buildings. The latter function is supported through evacuation plans for county facilities maintained by FMD per the CEMP.

In addition the support identified in the CEMP, FMD is also required to maintain an Emergency Operations Plan for all buildings over six stories tall per Article 193 of the Seattle Fire Code. To meet these requirements, FMD maintains business continuity plans for its major buildings that identify evacuation routes and emergency response needs as required. In addition to the Emergency Operations Plan, FMD has primary responsibility for floor warden training as required by the Seattle Fire Code. The FMD Security Chief in the Building Services Section is also Fire Safety Director for county facilities as required by the Seattle Fire Code.

FMD is working with OEM to update facility emergency response manuals and conducting extensive tenant training drills for both fires and earthquakes. These efforts also include floor warden training and evacuation practice.

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<sup>5</sup> See King County Regional Hazard Mitigation Plan, available at <http://www.kingcounty.gov/safety/prepare/EmergencyManagementProfessionals/PlansandPrograms/RegionalHazardMitigationPlan.aspx>

# King County Real Property Asset Management Plan

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## *Resiliency*

Resiliency has previously been incorporated into disaster preparedness and security planning through some of FMD's major facilities retrofit work. Recent capital projects such as the Courthouse Seismic Project and the Harborview Bond Project proactively addressed the potential threat of earthquake damage to two major county buildings through seismic retrofitting, including code required fire/life safety system upgrades and courtroom security improvements to the historic King County Courthouse. In part, these projects were focused by the Nisqually Earthquake of 2001, demonstrating the risk to the County and the region presented by critical facilities without sufficient earthquake resistance.

As part of the Green River flood response effort, FMD's work addresses both the response and resiliency components of disaster preparedness planning. FMD performed an assessment of county facilities at risk due to potential Green River flooding, proactively moving agencies in leased space, securing and preparing alternate emergency spaces, and managing installation of flood prevention barriers surrounding the Maleng Regional Justice Center. FMD also developed evacuation plans for a potential flood, moving crucial county staff and their equipment assets to maintain business continuity in a flood emergency.

## *Building Security*

Along with disaster planning, FMD is responsible for security at general government buildings and works jointly with the King County Sheriff's Office to provide security in court buildings. With the exception of the courts, security across the County enterprise is managed solely by FMD security staff and, among many other techniques, utilizes sophisticated electronic infrastructure monitored from the Emergency Dispatch Center (EDC) in the King County Courthouse. The FMD Security Program is a unit within the Building Services Section, and is managed by a Security Chief.

FMD's security responsibilities align with both its disaster planning and preparedness duties, and also the KCSO's responsibility for courtroom security and screening of courtroom patrons for both Superior and District Courts. These multi-lateral needs resulted in the creation of the Security Oversight Committee by the King County Council in early 2008. The Security Oversight Panel guides the development of security policies for county-owned facilities, performance measures, security information-sharing protocols, memoranda of understanding between the executive and separately elected agencies regarding security, and makes other security-related recommendations.

As part of the work of the Security Oversight Committee, an FMD consultant, TRC, conducted a review of the leased and owned central downtown campus buildings. The resulting report, "Security Enhancement Project Security Templates for King County Facilities", guides future investment in security and incremental increases in resiliency of county facilities by prioritizing potential capital and operational security investments. This work is classified as protected critical infrastructure information.

# King County Real Property Asset Management Plan

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FMD security planning and disaster preparedness work aligns with the national trend focusing on building resiliency, while meeting its responsibility to prepare to respond to crises that occur, for King County facilities and the staff that work within them.

## *Disaster Planning Objectives and Strategies*

The following objectives and strategies are intended to illustrate the type and range of activities relating to disaster planning. They are a guide to help the overall management of the County’s real estate assets – including buildings - for disasters. However, it is important to note that the King County Emergency Response Plan and FMD’s Emergency Response Manuals are the controlling emergency response guidance for the County. These objectives and strategies may be superseded by changes or updates in those documents.

*Objective #1: To help protect King County facilities by lessening the potential impact from natural disasters by maintaining and increasing site-specific knowledge in disaster planning and response, focused on preventing property damage and personal injury or loss from life from potential hazards at each facility.*

- Strategy: Create and maintain a central library of Emergency Operations Plans
- Strategy: Prepare a “scorecard” compilation table from a simple assessment of known disaster or safety threats to county facilities
- Strategy: Prepare simple prevention/response information in a centrally-available county web portal or intranet location for each type of potential disaster.
- Strategy: Identify, create, and coordinate with other agencies mutual aid support and emergency plans for emergencies
- Strategy: Periodically review Emergency Operations Plans, response, and training materials to maintain up-to-date best practices and information.
  
- Scorecard Risk Definitions. The following table was prepared by FMD Security as a scorecard for potential use in evaluating emergency impacts.

Category	Low Risk	Moderate Risk	High Risk
Financial/Monetary/ Value.	< \$10,000	\$10,000-\$100,000	> \$100,000
Information / Data Loss or release.	Loss results in little customer impact. Data can be recovered from alternate source. Small risk of litigation if released. Little or no public relations impact.	Loss results in Customer impact resulting in delay of service. Data may be recovered from alternate source with difficulty. Litigation probable if released. Sort term Public relations issue.	Loss results in customer impact resulting in inability to support service over time. Data cannot be recovered from alternate source. Litigation certain if released. Significant ongoing negative impact on public’s perception of organization.
Physical / Structural	Damage or loss causes superficial impact on facility operation.	Damage or loss impacts facility operation. Alternate facility available	Damage or Loss eliminates facilities ability to function. No alternate

## King County Real Property Asset Management Plan

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Category	Low Risk	Moderate Risk	High Risk
	Alternate facility available. Little impact on core service. Corrected in days.	at significant cost. Core service impacted or not available during repair/move. Corrected in weeks.	facility available. Core service not available until reconstruction / repair of facility. Corrected in months.
Human / Personnel	Core services continue to function. Little risk of criminal activity or injury to personnel. Replacement with necessary skills available in days.	Core services disrupted with some significant service impact. Some risk of criminal activity or injury to personnel. Replacement with necessary skills available in weeks.	Core services difficult or impossible until replacement. Risk of criminal activity or injury to personnel. (VIP). Replacement with necessary skills available in months.
Materials/Equipment	Loss results in little impact on customer service. Material is not hazardous. Replaced in days.	Loss results in delay of customer service. Item may be somewhat hazardous. Replaced in weeks.	Loss results in inability to serve core customer needs. Material is hazardous. Replaced in months.

*Objective #2: To inform, train and conduct exercises to ensure procedures are followed appropriately in the event disaster strikes.*

- Strategy: Develop a calendar of informational reminders for tenants linking disaster response information relevant to each building.
- Strategy: Send broadcast emails based on the schedule for periodic updates to general county and onsite personnel.
- Strategy: Conduct new employee training and periodic refresher training using a training matrix for tenants.
- Strategy: Integrate disaster planning information and reminders into the Floor Warden training.
- Strategy: Continue education for Floor Wardens.
- Strategy: The Strategic plan will be reviewed and/or updated as needed on an annual basis.
- Strategy: Provide information online regarding site-specific potential disaster threats for each major county facility.
- Strategy: Provide links to relevant response planning information. For example, create a link the Maleng Regional Justice Center webpage on the King County internet site to Green River Flood plan information
- Strategy: Hand out surveys for feedback on training and general procedures. For example: Floor Warden training, Yesler Building evacuation, etc.

*Objective #3: To identify opportunities for improving facility emergency operations, to include response planning and increasing facility resiliency.*

- Strategy: Incorporate disaster (and security) hazard assessment information into the major maintenance facilities assessment process.

## King County Real Property Asset Management Plan

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- Strategy: Identify facility-specific maintenance and design issues and vulnerabilities incorporating recommendations into capital improvement planning.
- Strategy: To ensure a consistent and viable electronic security program and delivery system is maintained and enhanced by the Building Services Section, FMD Security Unit.
- Strategy: Utilize feedback from disaster training and response to identify critical life safety defects in building systems and design.
- Strategy: Managers, customers and tenants shall coordinate needs and requests for electronic security elements through the FMD, Building Services Section Security unit.
- Strategy: System enhancement and modification will be made based on the estimated risk and compatibility with the other security program elements.

*Objective #4: To identify and facilitate capital investments in county facilities providing risk-reduction measures where feasible.*

- Strategy: Incorporate long-term and/or comprehensive disaster resiliency into facility-specific capital projects in a cost effective manner. Example: flood investments in data and telephony allow for temporary relocation of staff to conference rooms in KCCH regardless of disaster.
- Strategy: Shift operational control and monitoring of MRJC to one of the other two facilities (Alder/KCCH) temporarily until the EDC is operational on the 3rd floor of the facility. The redundancy of having the capabilities to back up security operations is critical for the continued operational control of the facility affected.
- Strategy: Develop mutual support agreements so funding can be obtained for improvements and potential disasters. For example: The Buffer Zone Protection Plan (BZPP) survey is funded by Department of Homeland Security and other local or state agencies.
- Strategy: Develop a plan to utilize the funds received for security electronics, new constructions, major maintenance, repairs and critical infrastructure.

*Objective #5: To identify, assess, and address the facility security needs of each individual facility based on the location, design, and tenant operations.*

- Strategy: Maintain and use recommendations provided by the Security Oversight Committee.
- Strategy: Identify critical operational and building functional design concerns.
- Strategy: Prioritize action items in addressing those concerns.
- Strategy: Develop and maintain a Strategic Plan to guide and communicate the direction of the Electronic Security and Access Control Program.
- Strategy: Use checklists or other security assessment documents to ensure the Strategic plan is maintained.

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*Objective #6: To provide security at county buildings during hours assigned, protect county employees and property, operate an after-hours escort program, respond to building emergencies, and perform investigations of reported crimes on county property while collaborating with other county and regional emergency response and law enforcement agencies.*

- Strategy: The King County Electronic Security and Access Control program will be administered to be consistent with and to support the Urban Area Security Initiative Seattle-King County Urban Area.
- Strategy: Create and maintain a central list of facility operational security needs and assets
- Strategy: Evaluate the resource needs of each facility relative to the total county security operations.
- Strategy: Periodically identifying and reviewing facilities utilization of security resources.
- Strategy: Provide a level of electronic security and access control measures.
- Strategy: Integrate approaches to link security needs to the operational needs.
- Strategy: Develop performance measures and accurate planning assessments for future capital projects and relocations. Example: security is allocated to the Yesler Building based on the rate model, but the real security need is CCAP; directly tying security costs to CCAP operations provides decision makers a greater understanding of the operational needs and costs.
- Strategy: Conduct an assessment of the risks associated with the locations business purpose and the buildings physical characteristics.
- Strategy: Once assessed core electronic security program elements will be specified to help mitigate the assess risks.
- Strategy: Maintain memoranda of understanding with local county, city and regional law enforcement agencies for specific security needs and response planning for potential security threats.
- Strategy: Coordinate proviso with KCSO for Courthouse shared operational functions and protocols for hand-off and daily transfer of responsibilities between FMD Security and Sheriff's Department.
- Strategy: Maintain liaison with Seattle PD and Seattle Fire in response to emergencies, fires and potential security threats beyond courthouse operations.

*Objective #7: Disaster recovery and business continuity planning are processes that help county organizations and tenants resume business after a disruptive event. Whether those events might include an earthquake, flood, fire, terrorist attacks or simply a power outage caused by a backhoe in the parking lot. For businesses which are heavily dependent on information technology this disruption could result from malfunctioning software caused by a computer virus. The Security staff involvement in this process can range from overseeing the plan, to providing input and support, to putting the plan into action during an emergency.*

- Strategy: Develop and practice a contingency plan that includes a succession plan which support business operations in conjunction FMDs overall strategy for business continuity.

## King County Real Property Asset Management Plan

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- Strategy: Train backup security staff to perform emergency tasks. The employees you count on to lead in an emergency will not always be available do to static shifts and extra commitments. Work with BSS trades to ensure proper shutoff procedures and building closures are conducted.
- Strategy: Practice crisis communications with FMD employees and determine off site meeting places for top executives and managers to manage a crisis based on events and severity of displacement.
- Strategy: Make sure all employees-as well as management-are involved in the exercises so that they get practice in responding to emergencies. Make business continuity exercises realistic enough to tap into employee's emotions to see how they will react when the situation gets stressful. Evaluate their performance during each test, and work towards constant improvement. Continuity exercises should reveal weaknesses.
- Strategy: Form partnerships with local emergency response groups-police, firefighters and EMTs to establish a good working relationship. Let them become familiar with our county and sites.
- Strategy: Test our continuity plan regularly to reveal and accommodate changes. Security technology, personnel and facilities are in a state of uncertainty about what should be done following a disastrous or disruptive event. Security sees the uncertainty surfacing preceding the establishment of a new direction of action on the part of our emergency responders. By thoroughly reviewing the business continuance and disaster recovery plans, management can identify the gaps that may lead to a successful recovery.

# King County Real Property Asset Management Plan

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## Section 5: General Government Owned & Leased Spaces

This section provides information on the general government owned and leased spaces. A brief write up on how general government building occupancy costs are calculated is also included. Table 6 provides a list of owned buildings and Table 7 General Government Leases. These lists do not include the King County's leased to own facilities: Chinook; Kingstreet Center; Goat Hill Garage, 9<sup>th</sup> & Jefferson Building, and the Pat Steele Building.

**Table 6 General Government Owned Buildings**

Building	Total Sq ft	Address
Alder Youth Services Center	191,870	1211 East Alder, Seattle WA 98122
Auburn Health Clinic (Former)	8,182	20 Auburn Ave, Auburn WA 98002
Aukeen District Court	15,224	1210 Central S, Kent WA 98032
Barclay Dean Building	18,750	4623 7th Ave S, Seattle WA 98108
Blackriver Building	74,915	900 Oakesdale Ave SW, Renton WA
Burien District Court	11,996	601 SW 149th St, Burien WA
Earlington Building	94,847	919 SW Grady Way, Renton WA
Eastgate Health center	24,193	14350 SE Eastgate Way, Bellevue WA
Federal Way Public Health Center	23,700	33431 13th Pl S, Federal Way WA
Issaquah District Court	15,270	5415 220th Ave SE, Issaquah WA
King County Administration Building	234,243	500 4th Ave, Seattle WA
King County Correctional Facility	385,274	500 5th Ave, Seattle WA
King County Courthouse	568,468	516 3rd Ave, Seattle WA
Maleng Regional Justice Center	589,542	401 4th Ave N, Kent WA
North Public Health Center	20,000	10501 Meridian Ave N, Seattle WA
Northshore Community Service / Public Health Center	16,700	10808 NE 145th St SE, Bothell WA 98011
Orcas Building	27,680	707 S Orcas St, Seattle WA
Precinct #2 Kenmore / Kenmore Gun Range	10,181	18118 73rd NE, Bothell WA
Precinct #3 Hicks Rayburn Building	11,618	22300 SE 231st St, Maple Valley WA
Precinct #4 Burien	11,890	14905 6th Ave SW, Burien WA
RASKC Animal Control Center	12,140	21615 64th Ave S, Kent WA
Ravensdale Gun Range	2,359	26520 292nd Ave SE, Ravensdale WA
Records and Archives Buildings	16,700	1215 E Fir St, Seattle WA
Redmond District Court	11,996	8601 160th Ave NE, Redmond WA
Regional Communications and Emergency Coordination Center	34,870	3511 NE 2nd St, Renton WA
Renton Public Health Center	8,000	3001 NE 4th St, Renton WA 98055
Shoreline District Court	11,895	18050 Meridian Ave N, Shoreline WA
White Center Public Health Center	13,342	10821 8th Ave SW, Seattle WA 98149
Yesler Building	111,734	400 Yesler Way, Seattle WA

# King County Real Property Asset Management Plan

Building	Total Sq ft	Address
	2,577,579	

**Table 7 General Government Leases**

TF Building	TF Address	Monthly Lease rate	Total Sq ft	Expiration date
<b>AMB logistice - DPH Warehouse</b>	19240 Des Moines Memorial Drive South, Suite 400, Seattle WA 98148	\$4,818.42	6,477	3/31/2020
<b>Auburn Fire Department</b>	1101 D Street NE, Auburn WA 98002	\$200.00	500	12/31/2010
<b>Auburn Public Health Center</b>	901 Auburn Way N, Auburn WA 98002	\$21,681.72	8,500	7/30/2018
<b>Bellevue District Court</b>	585 112th Ave SE, Bellevue WA	\$2,499.30	12,618	Monthly
<b>Bellevue Probation Office</b>	13680 NE 16th St, Bellevue WA	\$9,091.99	3,600	5/31/2013
<b>Birch Creek Public Health Center (Kent)</b>	13111 SE 274th St, Kent WA 98030	\$3,183.92	1,760	Monthly
<b>Canal Place</b>	130/150 Nickerson St, Seattle WA	\$25,970.25	12,133	1/31/2014
<b>Columbia Public Health Center (South Seattle)</b>	4400 37th Ave S, Room 100 Seattle WA 98118	\$11,266.71	11,438	5/31/2011
<b>Construction Management East</b>	12503 Bel-Red Rd, Bellevue WA 98005	\$8,035.51	3,491	8/31/2010
<b>DDES Hearing Room</b>	1000 Oakesdale SW, Renton WA 98057	\$5,314.15	2,265	12/31/2013
<b>Downtown Public Health Center (Seattle)</b>	2124 4th Ave, Seattle WA 98121	\$59,905.75	25,497	12/31/2020
<b>Dutch Shisler Sobering Support Center</b>	1930 Boren Ave, Seattle WA	\$7,315.51	8,260	6/30/2033
<b>Eastside Adoption Center</b>	821 164th Ave NE, Bellevue, WA	\$5,119.46	720	12/31/2011
<b>Exchange Building</b>	821 2nd Ave, Seattle WA	\$46,704.76	16,683	9/30/2015
<b>Exchange Building 4th floor</b>	821 2nd Ave, Seattle WA	\$1,273.95	554	9/30/2015
<b>Fairwood Substation</b>	14215 SE Petrovisky Rd, Renton WA 98058	\$1,242.35	1,000	7/31/2011
<b>Fall City Substation</b>	33409 SE 43rd, Fall City WA	\$250.00	125	12/31/2011
<b>Family Resource Center WIC Satellite</b>	1501 N 45th St, Seattle WA	\$10.00	25	Monthly

## King County Real Property Asset Management Plan

TF Building	TF Address	Monthly Lease rate	Total Sq ft	Expiration date
<b>Federal Way Probation Office</b>	34004 16th Ave S. Suite 104, Federal Way WA	\$4,813.53	3,222	12/31/2015
<b>Fire Dist. # 44 (Black Diamond/Enumclaw)</b>	3904 244th Ave SE, Enumclaw WA	\$458,311.00	1,680	12/31/2011
<b>Harborview Medical Center</b>	325 9th Ave, Seattle WA	\$14,034.25	9,208	N/a
<b>Hazardous Waste Lab</b>	3220 17th Ave W, Seattle WA	\$1,763.75	1,160	3/31/2011
<b>Intergate West Data Center</b>	12101 Tukwila International Blvd, Tukwila WA 98169	\$66,921.11	11,500	5/31/2021
<b>Jefferson Building</b>	1401 E Jefferson St, Seattle WA	\$11,270.13	6,218	7/31/2015
<b>KCSO Police Storefront</b>	16420 SE 128th St, Renton WA	\$2,296.72	1,296	5/31/2011
<b>KCSO Police Storefront</b>	9609 16th Ave SW, White Center WA	\$960.00	1,066	Monthly
<b>KCSO Police Storefront</b>	806 SW 99th St, Seattle WA	\$0.00	850	Monthly
<b>KCSO Storefront</b>	Snoqualmie Pass Community Center	\$189.00	200	Monthly
<b>KCSO Storefront</b>	12629 Renton Ave S. Seattle WA	\$1,450.00	1,216	12/31/2011
<b>KCSO Storefront</b>	11846 Des Moines Memorial Dr, Seattle WA 98168	\$1,200.00	1,200	Monthly
<b>Kent Fire Department #75 (Medic 7)</b>	20676 72nd Ave S, Kent WA	\$940.94	1,280	Monthly
<b>Kent Fire Department #76 (Medic 11)</b>	15635 SE 272nd St, Kent WA	\$940.94	1,367	Monthly
<b>Kent Professional Center</b>	615 W. Gowe St, Kent WA	\$19,680.00	7,445	10/321/2014
<b>Kent Public Health Center at East Hill</b>	13210 SE 240th St, Kent WA	\$14,246.90	7,053	11/30/2011
<b>King County Medic One Administration</b>	7064 S 220th St, Kent WA	\$6,180.80	4,700	7/31/2011
<b>Lucille Street Public Health Distribution Center</b>	56 S Lucille St, Seattle WA 98104	\$2,300.00	5,625	Monthly
<b>Marine Patrol</b>	Carillon Point Marina, Kirkland WA	\$4,193.16	1,066	3/31/2011
<b>Marine Patrol</b>	Vasa Park Lake, Sammamish WA	\$0.00	875	Free
<b>Medic 13 (S King Fire Station #26)</b>	2238 S. 223rd St, DeMoines WA 98198	\$652.10	4,308	Monthly

## King County Real Property Asset Management Plan

TF Building	TF Address	Monthly Lease rate	Total Sq ft	Expiration date
<b>Medic 5</b>	211 Mill Ave S. Renton Wa 98057		1,780	Monthly
<b>Muckleshoot Tribal Health Clinic WIC</b>	39015 172nd Ave SE, Auburn WA	\$0.00	490	Free
<b>North - Lake City Dental</b>	12355 Lake City Way NE, Seattle WA	\$6,743.50	3,100	2/28/2013
<b>North Bend Health Center / Snow Valley Children's Services; Encompass WIC</b>	1407 Boalch Ave NW, North Bend WA	\$110.00	100	Monthly
<b>Pacific Building</b>	720 3rd Ave NW, Seattle WA 98108	\$9,850.33	4,769	7/31/2014
<b>Probation Services</b>	1404 East Yesler, Seattle WA 98122	\$3,834.15	1,907	5/31/2017
<b>Radio Shop - need to update</b>	6452 S 144th St, Tukwila	\$4,485.00	12,500	9/30/2011
<b>Radio Shop - need to update</b>	855 S. 192nd st. Sea Tac	\$13,025.85	20,399	2/29/2020
<b>Renton District Court</b>	3407 NE 2nd St, Renton WA	\$ 12,435.00	9,948	12/31/2014
<b>Renton Fire Department</b>	1209 Kirkland Ave, Renton WA	\$1,278.02	1,588	12/31/2009
<b>Renton Probation Office</b>	Plaza 451 451 SW 10th St, Suite 200, Renton WA	\$5,355.75	3,474	9/30/2015
<b>Renton Public Health Center, Dental Clinic</b>	10700 SE 174th St, Suite 101, Renton WA 98055	\$4,569.18	1,734	12/31/2011
<b>Renton WorkSource</b>	500 SW 7th St, Renton WA	\$59,820.62	33,148	5/31/2017
<b>Shoreline Family Support Center WIC</b>	17018 15th Ave NE, Seattle WA 98155	\$59.00	370	Monthly
<b>South King County Fire Station #64</b>	3700 S 320th St, Auburn WA 981001	\$869.65	300	12/31/2010
<b>Vashon Community Service Center / KCSO Precinct</b>	19021 Vashon Hwy SW, Vashon WA	\$2,376.00	1,188	Monthly
<b>Vashon Health Center WIC</b>	17928 Vashon Hwy SW Vashon WA	\$120.00	500	Monthly
<b>Victims Assistance</b>	Redmond Court Center (Need to review)	\$300.00	205	Monthly
<b>Walthew Building</b>	123 3rd Ave S, Seattle WA	\$13,000.00	6,000	12/31/2011
<b>Woodinville Cottage Lake Community Service Center</b>	19145 NE Woodinville-Duvall Rd, Woodinville WA	\$2,473.39	1,000	12/31/2010
<b>YWCA Health Clinic</b>	2024 3rd Ave Seattle	\$4,798.12	1,070	7/31/2014

# King County Real Property Asset Management Plan

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## *Building Conditions*

The last comprehensive assessment of county facility conditions was completed in 2002. A consultant, Carter Burgess, compiled detailed information on building systems. The information was used to modify the Major Maintenance Reserve Fund project model, and in providing budgetary flexibility to address facility needs.

The Building Condition descriptions provided in Appendix G are from the 2006-2007 Space Plan. They were initially derived from the Carter Burgess report. Although major maintenance activities have occurred addressing some of the needs identified, revised Building Conditions are not included in this Plan as a new comprehensive building conditions assessment is underway. The current assessment will supplement the building systems evaluations with a facility condition index developed for each facility. The index measures building conditions in financial terms, as a ratio of the cost of deficiencies divided by the building's replacement value. The index will enable straightforward comparisons of building conditions across county facilities, and also allow the rate of a facility's degradation to be estimated. The facility condition index can then be used to monitor the success of major maintenance efforts over time.

An updated Building Conditions Assessment section will be included when the current effort is completed, presently forecast for late 2011.

# King County Real Property Asset Management Plan

## General Government Occupancy Charges

To operate and maintain general government buildings in a manner that supports the tenant business strategies and service delivery requirements, occupancy charges are levied to departments and/or funds which recover on-going operating and maintenance (O&M) costs, the imputed building rental rate, lease rates for long-term King County facility leases and costs to ensure the useful life of the building. There are four general government occupancy charges; an O&M charge; a building occupancy overhead charge (BOOC); a long-term lease (LTL) charge for the Chinook and Kingstreet Center; and a major maintenance reserve fund (MMRF) charge.

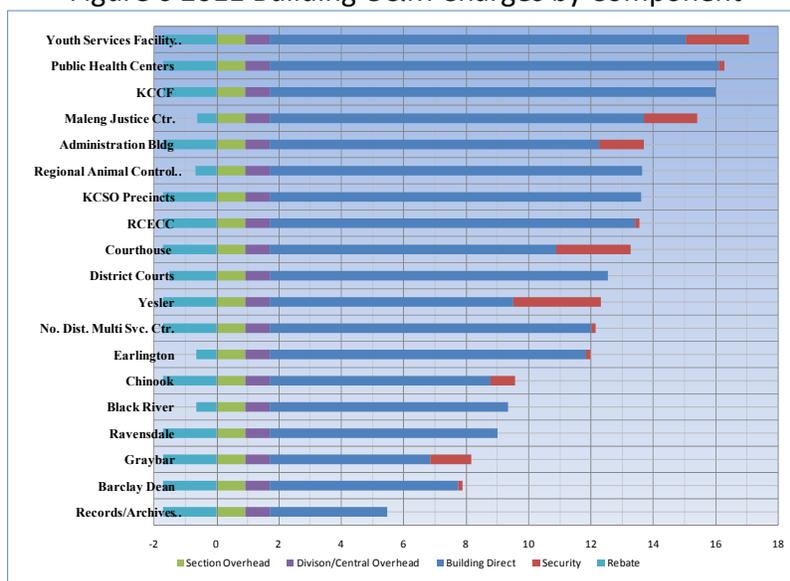
### Facility O&M Charge

As described in the Operations and Maintenance section, through the payment of O&M rates, each agency and department makes payments to FMD to provide utilities services, basic housekeeping services, and day-to-day maintenance services for each general government building. The rate components are:

- 1) Building direct costs, including O&M staff assigned to the building, supplies and utility bills, and pooled labor to respond to work requests;
- 2) O&M staff section overhead costs;
- 3) FMD overhead costs;
- 4) Countywide overhead costs; and
- 5) Facility security costs.

Table 3 FMD O&M Charges by Building from 2007 – 2011 in the earlier section provided a 5 year history of O&M changes. Figure 6 below graphically displays the components of the 2011 Building O&M charges by building.

Figure 6 2011 Building O&M Charges by Component



# King County Real Property Asset Management Plan

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## *Building Occupancy Overhead Charge*

The Building Occupancy Overhead charge is one of several overhead charges levied by the Office of Performance, Strategy and Budget (PCB). Each fall, the Office of Performance, Strategy and Budget staff updates the Building Occupancy Overhead model. The model begins with a single charge (BOOC) per square foot representing the likely average rental rate for all general government buildings. In prior years the charge was then reduced by the available estimated Facility O&M rate for individual buildings. The net result was a per square foot building occupancy overhead charge which was levied by department to only non general fund departments. For 2011 a slightly different approach was used. In the fall, the average O&M square foot charge by department was determined using the department's total estimated square feet utilization and the department's total estimated O&M charge. The difference between \$21.00 per square foot, the assumed average imputed building rental rate and the departmental average O&M square foot charge was determined and applied to the department's total square foot utilization. The result is the amount charged to the department for the Building Occupancy Overhead. Because the BOOC model update is completed in the fall prior to budget adoption, the calculation does not include any changes that may have taken place in the O&M square foot charge as a result of council review. Any needed adjustments are addressed in the following year by Ordinance.

The buildings for which the Building Occupancy Charge is levied are as follows:

- Alder Youth Services Center
- Barclay Dean Building
- King County Administration Building
- King County Courthouse
- Maleng Regional Justice Center
- Regional Animal Control Center
- Regional Communication and Emergency Center
- Yesler Building

General Fund departments do not pay the building occupancy overhead charge. A lower rate is applied to storage areas. The amount collected in building occupancy overhead charges totaled \$2.4 million in 2010 from non general fund tenants. Had General Fund tenants been levied a building occupancy overhead charge \$18.98 million would have been collected.

Table 8 provides a listing of the departmental calculation for the 2011 Building Occupancy Overhead Charge.

**Table 8 Schedule C-11 - Allocation of Building Occupancy Cost - 2011**

Cost Plan Agency	Office Square Feet	Storage Square Feet	Est. FMD O&M Total Charge	Building Occupancy Charge	Average Sq.Ft. Charge
Adult & Juvenile Detention	579,732		\$9,087,795	\$2,506,845	\$ 4.32
Assessments	50,536		\$ 535,033	\$343,092	\$ 6.79
Board of Appeals	4,216		\$ 58,940	\$25,380	\$ 6.02
Boundary Review Board	1,301		\$ 17,161	\$8,859	\$ 6.81

## King County Real Property Asset Management Plan

Cost Plan Agency	Office Square Feet	Storage Square Feet	Est. FMD O&M Total Charge	Building Occupancy Charge	Average Sq.Ft. Charge
Council Administration	12,033		\$ 150,764	\$89,896	\$ 7.47
County Council	30,035		\$ 376,316	\$224,384	\$ 7.47
District Courts	38,036	990	\$ 488,687	\$281,933	\$ 7.22
Executive Services - Admin	3,211		\$ 42,355	\$21,865	\$ 6.81
Hearing Examiner	1,655		\$ 21,962	\$11,138	\$ 6.73
Human Resources	16,066		\$ 221,632	\$99,688	\$ 6.20
Judicial Administration	58,959	6,023	\$ 810,616	\$428,794	\$ 6.60
King County Civic TV	155		\$ 2,167	\$ 933	\$ 6.02
Office Econ. & Fin. Analysis	920		\$ 12,857	\$5,543	\$ 6.03
Office of Emergency Mgt	16,094		\$ 217,088	\$104,792	\$ 6.51
Office of Management and Budget/Strategic Planning	4,471		\$ 58,975	\$30,445	\$ 6.81
Office of the Executive	625		\$ 8,244	\$4,256	\$ 6.81
Prosecuting Attorney	151,877	2,810	\$1,819,192	\$1,246,448	\$ 8.06
Public Defense	1,012		\$ 14,639	\$5,601	\$ 5.53
Records & Licensing	22,841	602	\$ 320,204	\$142,636	\$ 6.08
Sheriff-Public Safety	125,870	1,672	\$1,602,286	\$931,834	\$ 7.31
Spe Prog/Internal Support	23,281		\$ 311,386	\$154,234	\$ 6.62
Superior Court	336,892	708	\$4,801,389	\$1,943,531	\$ 5.76
Non General Fund Agencies					
ABT Ongoing Support Ctr	14,476		\$ 202,378	\$87,142	\$ 6.02
Animal Services Fund	14,230		\$ 193,093	\$91,507	\$ 6.43
Auto. Finger Id System	21,207		\$ 263,516	\$160,624	\$ 7.57
Cmnty & Human Srv Admin (formerly DCHS Admin)	753		\$ 9,932	\$5,128	\$ 6.81
DDES	52,480		\$-	\$482,258	\$ 9.19
Employee Benefits	6,061		\$ 79,951	\$41,269	\$ 6.81
Finance - IBIS 6800M	27,982	2,705	\$ 391,190	\$195,500	\$ 6.37
FMD - Office of the Director	80,047	4,893	\$-	\$48,930	\$ 0.58
OIRM - IBIS: T2510	1,368		\$ 18,340	\$9,020	\$ 6.59
Public Health	22,771		\$ 230,872	\$275,034	\$ 12.08
Recorders' O & M Fund	1,200	10,675	\$ 13,023	\$117,727	\$ 9.91
Risk Management	6,650		\$ 87,717	\$45,283	\$ 6.81
Safety & Workers Comp	987		\$ 13,019	\$6,721	\$ 6.81
Transit Division	23,675		\$ 312,285	\$161,215	\$ 6.81
Grand Total:	1,753,705	31,078	\$ 22,795,004	\$10,339,485	

### *Long-Term Lease Fund Charge*

The long-term leases (LTL) fund accounts for periodic payments on office space and other leases entered into by King County agencies. The LTL also includes buildings constructed using “63-20” financing such as the Kingstreet Center and the Chinook Building.

For 2011 the Kingstreet Center building is \$18.40; the total LTL rate including operating costs is \$25.71 per square foot.

For the Chinook building the LTL rate is \$21.00. Building operations and maintenance is performed by the County for an additional charge of \$7.86. The total charge is \$28.86.

# King County Real Property Asset Management Plan

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## *Major Maintenance Reserve Charge*

As described in the Operations and Maintenance section the Major Maintenance Reserve Fund (MMRF) provides for the periodic replacement of building systems and components of King County general government facilities so that each building realizes its full useful life. The MMRF revenues pay for long-term maintenance projects such as roof repairs and building systems replacements. MMRF projects vary from one year to the next intending to benefit different buildings occupied by different departments.

The annual charge for each building is determined by the MMRF financial model. Table 4 provides a listing of the MMRF per square foot charges by building from 2007 through 2011 with the “catch up” adjustment. Revenues from the 2010 MMRF charges totaled \$11.58 million in 2010.

Rather than charging each tenant the MMRF amount owed for each building, the amount owed for all tenants within the same Fund is calculated. The County uses established general government and enterprise funds to segregate expenditures and revenues consistent with special regulations, restrictions, or limitations. For example the Public Health department has its own fund, the Public Health Fund. As employees of Public Health department are located in multiple general government building sites, the amount owed by Public Health for each building site is combined with the total billed to the Public Health Fund using account #55342. The amount billed to the County’s general fund is set by the budget office. Because of recent financial constraints, the general fund has paid less than the MMRF charges established for buildings where general fund tenants reside.

## *General Government Facility Charge Budget Practices*

When the four occupancy charges are combined; the FMD O&M charge, the PSB Building and Occupancy Overhead Charge, the Long-Term Lease Fund charges and the FMD MMRF charge, the total represents the annual facility costs for each general government building. While each charge is based on the amount of space utilized, each facility charge is billed differently:

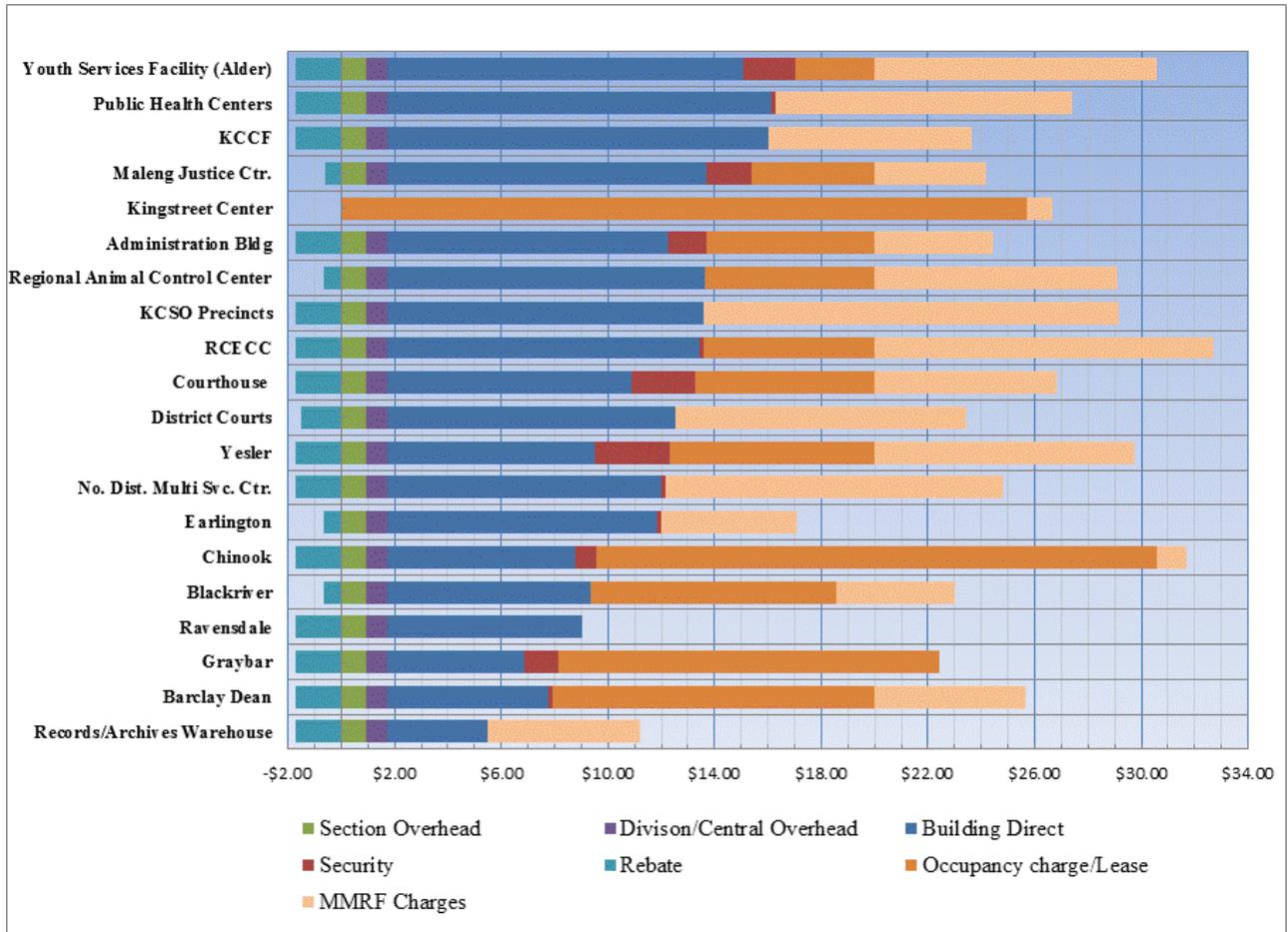
- The O&M charge is billed by FMD to departments based on the square foot utilization in multiple buildings using account #55160 to collect the revenues.
- The Building and Occupancy charge is billed by PSB to individual funds, with the charges for multiple departments and multiple buildings combined using account # 55201 to collect the revenues.
- The Long-Term Lease fund charge is billed by FMD to departments based on the square feet utilization
- The MMRF charge is billed by FMD to individual funds, with the charges for multiple departments and buildings combined using account #55342.

Because the charges are applied differently to different accounts the total impact of all three charges by building is not automatically displayed.

# King County Real Property Asset Management Plan

Figure 7 portrays the four occupancy charges.

Figure 7 General Government Facility Charges - 2011



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## Section 6: 2011 Work Space Survey

On January 24, 2011, Deputy County Executive, Fred Jarrett, distributed the 2011 Space Survey to all elected officials and department directors requesting their support and efforts to minimize the cost of King County government by maximizing the use of King County buildings. He tasked FMD to coordinate the 2011 Space Use Survey. The data collected from the Survey serves as a critical component of the 2011 King County Real Asset Management Plan, in part, setting a baseline for short- and long- term work space planning.

### *Agency/Department Space Utilization Survey*

FMD scheduled informational meetings with department coordinators to provide information and assistance in completing the survey. The meetings were welcomed, as many departments had already begun to compile potential space planning cost savings ideas, and were willing to share their input. Each department received an electronic copy of 1) the 2011 Space Utilization Survey and 2) an excel spreadsheet containing a listing of budgeted positions received from the PSB.

The 2011 Space Utilization Survey requested basic agency/department overview information as well as the following items:

1. A list of current facilities used as employee work areas or for service delivery.
2. An evaluation of existing spaces.

Questions to consider when evaluating existing spaces were:

- ✓ Is there sufficient space for all employees assigned to specific work areas?
  - ✓ Is the work area configured in a manner that supports effective and efficient service delivery?
  - ✓ Does the work location support effective and efficient service delivery?
  - ✓ Are there potential space economies you have identified? Or any space related problems you hope to resolve in 2011?
  - ✓ Are there offices, work stations, cubicles or general support areas that are now either vacant or underutilized, because of recent budget reductions, technological improvements or other reasons?
3. A list of change drivers that are likely to trigger a change in needed employee work areas or service delivery location.
  4. Potential emerging trends in work space utilization.
  5. A completed Space Survey Worksheet

The spreadsheet was populated with budgeted position information, i.e., employee names, organization numbers. The spreadsheet also contains columns to be completed by

# King County Real Property Asset Management Plan

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the departments, i.e., work location, King County owned/leased, Room #, square footage, workspace type and function.

A week into the survey process, a question and answer workshop was held for the coordinators. Additionally, as a means to check on the status of the department's survey submittals, check in and follow up meetings were scheduled a week before the February 28, 2011 deadline.

## *Survey Responses and Processing*

As the departments survey responses were submitted, a database was created to compile all the incoming information making the information easily accessible. The following quality control methodology was established to ensure that each response was processed consistently.

- ✓ To determine completeness, the department's submitted position information was manually cross checked with the corresponding floor plan.
- ✓ To assess vacant or underutilized space, office space walkthroughs were coordinated with the departments in the six core buildings: King County Courthouse, Administration Building, Chinook Building, Yesler Building, Blackriver Building and the Maleng Regional Justice Center.
- ✓ To document vacant or underutilized space, building floor plans were color-coded indicating budgeted employees assigned work location, workspace type, and underutilized/vacant space. (See Appendix H)

On April 7, 2011 FMD held a Space Survey Results Meeting, to advise all participants of the survey results. The overall objective was to reach out to the participants and thank them for their cooperation. Presenters assured the survey participants that the information collected was significant, meaningful and useful. A draft building occupancy cost saving matrix was discussed. Key points of the survey were highlighted to include draft summaries of the departments' evaluation of their existing space, of the common change drivers likely to trigger a change in needed work areas, and of emerging trends in work space use.

Three additional space planning workshops occurred engaging the survey participants in activities and discussions to provide the necessary tools for evaluation of their office space footprint to aid in the preparation of the 2012 budget proposals:

- Workshop #1: Short-Term Move Policies, was held on April 13, 2011 and was led by Kathy Brown, Dave Preugschat, and Kamma Kure. Meeting participants were split into two teams, and assigned a role as they entered the room. Both teams were tasked with working together to prepare a plan to vacate the Yesler building, relocating its tenants, based on specific agency criteria.
- Workshop #2: Space Plan Policies was held on April 20, 2011, and was led by Kathy Brown, Terri Flaherty, Justin Anderson, and Lani Diaz. A consultant attended, giving a presentation on the workplace of the future, taking emerging work space use trends to a higher level. A summary of the work space utilization for the six core buildings was presented. Near-term moves such as relocating DOT staff from the Yesler

## King County Real Property Asset Management Plan

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Building to Kingstreet Center were discussed. Draft space plan policies were distributed with feedback from the participants requested.

- Workshop #3: IT and Records Processing was held on April 27, 2011. Bill Kehoe, King County's Chief Information Officer provided a look to the future, linking changes in work processes and advancements in information technology. Val Wood, Deputy Director, Records and Licensing Services provided an update on ways to managed county records and reduce the boxes of paperwork found in the work place.

From the responses received, the attendees found the workshops very beneficial. Meetings on a quarterly basis was also suggested, which is a step toward all county departments working together as one King County thereby improving the way we work, the way we work together, and our delivery of services to our customers.

Several reports were prepared based on the information contained in the 2011 Work Space Survey. Each report is included in this Space Survey section:

- A list of King County Work Places was developed indicating whether the building is a general government building or a non general government building and whether the building is owned or leased by King County. The list also indicates the department tenants and an estimated full time equivalents reporting to the building.
- An Agency/Departmental Evaluation of Work Space was developed with a high level check list indicating whether or not the existing space was "OK"; "needs improvement" or in need of "help" and a summary of the departmental comments received.
- A Summary of Workspace Trends based on the information received from the departments augmented with information obtained from recent staff research.
- Lastly, the 2011 Workspace Survey section concludes with an evaluation of office space for six of the County's largest office buildings.

# King County Real Property Asset Management Plan

## *2011 Space Survey- Work Space Listing*

A list of King County Work Places based on the information supplied by the departments in the 2011 Space Survey is provided in Table 9. The list also indicates the department tenants and an estimated full time equivalents reporting to the building. While efforts were made to match the budgeted FTEs, exceptions were made for departments with high levels of consultants. For some departments, the estimated FTEs report individuals who merely report in at the beginning and/or end of their shift.

**Table 9 2011 Space Survey -King County Work Places**

Building	Address	General Government/N on General Government	Leased/ Owned	KC Agencies	FTEs
Advanced Training Unit Washington State Criminal Justice Training	19010 1st Ave S, Burien WA 98148	GG	Leased	KCSO	8
Alder Youth Services Center (Alder and Spruce Buildings)	1211 East Alder, Seattle WA 98122	GG	Owned	DAJD;D CHS;DE S;DJA;P AO;SC	303
Atlantic Central Operations Base	1270 6th Ave S, Seattle WA 98134	NGG	Owned	DOT	467
Atlantic Maintenance Base	1555 Airport Way S, Seattle WA 98134	NGG	Owned	DOT	125
Auburn Public Health Center	901 Auburn Way N, Auburn WA 98002	GG	Leased	DPH;PA O;SC	46
Auburn WorkSource	2707 I St NE, Auburn WA 98002	GG	Free No Agreement	DCHS	1
Barclay Dean Building	4623 7th Ave S, Seattle WA 98108	GG	Owned	KCSO	13
Bellevue College	3000 Landerholm Circle SE, Bellevue WA	GG	Leased	DCHS	1
Bellevue District Court	585 112th Ave SE, Bellevue WA	GG	Leased	District Court	19
Bellevue Operations & Maintenance	1790 124th Ave NE, Bellevue WA	NGG	Owned	DOT	310
Bellevue Probation Office	13680 NE 16th St, Bellevue WA	GG	Leased	Superior Court	10
Birch Creek Public Health Center (Kent)	13111 SE 274th St, Kent WA 98030	GG	Leased	DPH	8
Black Diamond Pit	20827 SE Auburn, Black Diamond WA	NGG	Owned	DOT	15
Blackriver Building	900 Oakesdale Ave SW, Renton WA	GG	Owned	Assessor; DDES;D ES;DPH	219
Brightwater Treatment Plant	22505 State Route 9,	NGG	Owned	DNRP	54

## King County Real Property Asset Management Plan

Building	Address	General Government/N on General Government	Leased/ Owned	KC Agencies	FTEs
	Woodinville WA				
Brueggers Bog	19547 25th Ave NE, Seattle WA	NGG	Owned	DOT	6
Burien District Court	601 SW 149th St, Burien WA	GG	Owned	DCHS; DC; PAO	32
Cadman Pit	19101 NE Union Hill Rd, Redmond WA	NGG	Owned	DOT	11
Canal Place	130/150 Nickerson St, Seattle WA	NGG	Leased	DNRP	48
Cedar Hills Regional Landfill	16645 228th Ave. SE, Maple Valley, WA	NGG	Owned	DNRP	211
Central Maintenance Base	640 S Massachusetts, Seattle WA	NGG	Owned	DOT	462
Chinook Building	401 5th Ave, Seattle WA	GG	Leased to Own	DCHS;D ES;DPH; EO;	1255
Columbia Public Health Center (South Seattle)	4400 37th Ave S, Room 100 Seattle WA	GG	Leased	DPH	67
Component Supply Center	12200 E Marginal Way S, Seattle WA	NGG	Owned	DOT	124
Construction Management East	12503 Bel-Red Rd, Bellevue WA 98005	NGG	Leased	DNRP	14
Cottage Lake Park	NE Woodinville-Duvall Rd and 188th NE, Woodinville WA 98072	NGG	Owned	DNRP	5
Cougar Mountain Park	18201 SE Cougar Mountain Dr Bellevue WA 98027	NGG	Owned	DNRP	3
Covington City Hall	16720 SE 271 St. Ste 100, Covington WA	GG	Contract Credit	KCSO	13
Covington Community Service Center	27331 172nd Ave SE, Covington WA	GG	Leased	DES	0
Custodial Maintenance & Tunnel	1301 Airport Way S, Seattle WA	NGG	Owned	KCSO	68
DDES Hearing Room	1000 Oakesdale SW, Renton WA 98057	GG	Leased	DDES	1
Distribution Warehouse	1523 6th Ave S, Seattle WA	NGG	Owned	DOT	4
Downtown Public Health Center (Seattle)	2124 4th Ave, Seattle WA 98121	GG	Leased	DPH	74
Dutch Shisler Sobering Support Center	1930 Boren Ave, Seattle WA	GG	Leased	DCHS	17
Duthie Hill Park	27101 SE Duthie Hill Road, Issaquah WA 98029	NGG	Owned	DNRP	5
Earlington Building	919 SW Grady Way, Renton WA	GG	Owned	Elections	70
East Operations & Maintenance Base	1975 124th Ave NE, Bellevue, WA	NGG	Owned	DOT	515
Eastgate Health center	14350 SE Eastgate Way, Bellevue WA	GG	Owned	DPH;DE S	92

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Building	Address	General Government/Non General Government	Leased/Owned	KC Agencies	FTEs
Eastside Adoption Center	821 164th Ave NE, Bellevue, WA	GG	Leased	DES	0
Environmental Lab	322 W Ewing St, Seattle WA	NGG	Owned	DNRP	71
Exchange Building	821 2nd Ave, Seattle WA	NGG	Leased	DOT	23
Fall City Maintenance Shop	4341 Preston Fall City Rd SE, Fall City WA	NGG	Owned	DOT	20
Federal Way Probation Office	34004 16th Ave S. Suite 104, Federal Way WA	GG	Leased	Superior Court	10
Federal Way Public Health Center	33431 13th Pl S, Federal Way WA	GG	Owned	DES;DPH	44
Five Mile Lake Park	36429 44th Ave S Auburn WA 98001	NGG	Owned	DNRP	6
Graybar Building	416 Occidental Ave S, Seattle WA	GG	Leased	DAJD; DES	15
Harborview Medical Center	325 9th Ave, Seattle WA	GG	Leased /UA	DPH/DC HS	98
Intergate West Data Center	12101 Tukwila International Blvd, Tukwila WA 98169	NGG	Leased	Executive Office	11
Issaquah District Court	5415 220th Ave SE, Issaquah WA	GG	Owned	DES; DC	18
Issaquah Pit	23240 SE 74th St, Issaquah WA	NGG	Owned	DOT	8
Jameson/Arc Weld Buildings	2501 W Jameson St, Seattle WA	NGG	Owned	DNRP	33
Jefferson Building	1401 E Jefferson St, Seattle WA	GG	Leased	Superior Court	24
Kent Healthpoint	403 E Meeker, Kent WA	GG	Leased	DPH	1
Kent Professional Center	615 W. Gowe St, Kent WA	GG	Leased	PAO	17
Kent Public Health Center at East Hill	13210 SE 240th St, Kent WA	GG	Leased	DPH	44
Kent Worksource	515 W. Harrison, Kent WA 98032	NGG	Free	DCHS	1
King County Administration Building	500 4th Ave, Seattle WA	GG	Owned	Assessor; Council; DES; EO; PAO	594
King County Aquatic Center	650 SW Campus Drive, Federal Way WA	NGG	Owned	DNRP	15
King County Correctional Facility	500 5th Ave, Seattle WA	GG	Owned	DAJD; DES;DPH	523
King County Courthouse	516 3rd Ave, Seattle WA	GG	Owned	Council; DAJD;DCHS;DDES;DES:DC:DJA:KCSO:P AO:SC	1210

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Building	Address	General Government/N on General Government	Leased/ Owned	KC Agencies	FTEs
				Law. L.	
King County International Airport / Boeing Field	9010 E Marginal Way, Seattle WA	NGG	Owned	DAJD; DES;DO T:KCSO	30
King County International Airport / Boeing Field / Arrivals Building	7299 Perimeter Rd. S, Seattle WA 98108	NGG	Owned	DOT	6
King County International Airport / Boeing Field / Maintenance Bldg	6518 Ellis Ave S, Seattle WA	NGG	Owned	DOT	22
King County International Airport / Boeing Field / Terminal Bldg	7277 Perimeter Bldg, Seattle WA 98108	NGG	Owned	DOT	18
King County International Airport / Boeing Field /7300 Building	7300 Perimeter Rd. S, Seattle WA 98108	NGG	Owned	DES; KCSO	52
Kingstreet Center	201 S Jackson St, Seattle WA	GG	Leased To own	DES; DNRP;D OT	1260
Lake City Dental	12355 Lake City Way NE, Seattle WA	GG	Leased	DPH	4
Link Operations & Maintenance Base Sound Transit	None provided	NGG	Owned	DOT	126
Lucille Street Public Health Distribution Center	56 S Lucille St, Seattle WA 98104	GG	Leased	DPH	4
Maleng Regional Justice Center	401 4th Ave N, Kent WA	GG	Owned	DAJD; DCHS;D ES;DC;D JA;DPH; KCSO;P AO;SC Law. L	677
Marine Patrol	Carillon Point Marina, Kirkland WA	GG	Leased	KCSO	5
Marymoor Park Regional	6046 W Lake Sammamish Parkway NE,	NGG	Owned	DNRP	30
Medic 1	Various sites			DPH	78
Mental Illness Court (MIC)	908 Jefferson St. Seattle WA	GG	Lease to own	DJA; PAO;SC	7
Metro Westlake Customer Shop	Metro Transit Tunnel Westlake Station	NGG	Owned	DOT	3
Muckleshoot Substation	Muckleshoot Reservation WA	GG	Contract	KCSO	10

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Building	Address	General Government/N on General Government	Leased/ Owned	KC Agencies	FTEs
			Credit		
Newcastle City Hall	13020 Newcastle Way, Newcastle WA	GG	Contract Credit	KCSO	7
Non-Revenue Vehicle Center	1301 Airport Way S, Seattle WA	NGG	Owned	DOT	26
North Bend City Hall	211 Main Ave North, North Bend WA 98045	GG	Contract Credit	KCSO	1
North Facilities	12525 Stone Ave North, Seattle WA	NGG	Owned	DOT	122
North Operations & Maintenance Base	2160 N 165th St, Seattle WA	NGG	Owned	DOT	367
North Public Health Center	10501 Meridian Ave N, Seattle WA	GG	Owned	DES; DPH	57
Northshore Community Service / Public Health Center	10808 NE 145th St SE, Bothell WA 98011	GG	Owned	DES;DPH	19
Other Sites/Telecommuting				Council; DNRP;DOT;DPH	98
Pacific Building	720 3rd Ave NW, Seattle WA 98108	GG	Leased		14
Parks Greenhouse (leased from County Agency)	15900 – 227th Ave SE, Maple Valley WA	NGG	Owned	DNRP	8
Parks' Shop in Renton (leased from other county agency)	3005 NE 44th St. Renton WA 98056	NGG	Owned	DNRP	44
Pier 50 Terminal	801 Alaskan Way Pier 50, Seattle WA 98104	NGG	Leased	DOT	17
Power Distribution Radio Maintenance Headquarters	2255 4th Ave S, Seattle WA	NGG	Owned	DOT	76
Precinct #2 Kenmore / Kenmore Gun	18118 73rd NE, Bothell WA	GG	Owned	DES;KCSO	84
Precinct #3 Hicks Rayburn Building	22300 SE 231st St, Maple Valley WA	GG	Owned	KCSO	74
Precinct #4 Burien	14905 6th Ave SW, Burien WA	GG	Owned	DES; KCSO	45
Precinct #5 Shoreline	1206 N. 185th St, Shoreline WA 98133	GG	Leased	KCSO	112
RASKC Animal Control Center	21615 64th Ave S, Kent WA	GG	Owned	DES	40
Ravensdale Gun Range	26520 292nd Ave SE, Ravensdale WA	GG	Owned	DES; KCSO	5
Records and Archives Buildings	1215 E Fir St, Seattle WA	GG	Owned	DES	11
Redmond District Court	8601 160th Ave NE, Redmond WA	GG	Owned	PAO;DES; DC; PAO	32
Redmond Ridge Field Office	22500 NE Market Place Dr. NE. Suite 200, Redmond WA	GG	Leased	DDES	3

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Building	Address	General Government/Non General Government	Leased/Owned	KC Agencies	FTEs
Redmond WorkSource	7735 178th Pl NE, Redmond, WA	GG	Free	DCHS	10
Regional Communications and Emergency Coordination Center	3511 NE 2nd St, Renton WA	GG	Owned	DES;KC SO	126
Renton District Court	3407 NE 2nd St, Renton WA	GG	Leased	DES; DC	31
Renton Maintenance Facility	155 Monroe Ave NE, Renton WA	NGG	Owned	DOT	245
Renton Probation Office	Plaza 451 451 SW 10th St, Suite 200, Renton WA	GG	Leased	Superior Court	11
Renton Public Health Center	3001 NE 4th St, Renton WA 98055	GG	Owned	DPH	39
Renton WorkSource	500 SW 7th St, Renton WA	GG	Leased	DCHS	41
Revenue Processing Center	No addressed provided or needed	NGG	Owned	DOT	6
Ryerson Operation & Maintenance Base	1220 4th Ave S, Seattle WA	NGG	Owned	DOT	553
Safety & Training Center	11911 E Marginal Way S, Seattle WA Bldg A	NGG	Owned	DOT	40
Sammamish City Hall	801 228th Ave SE Sammamish WA 98075	GG	Contract Credit	KCSO	22
Sammamish Community Service Center	801 228th Ave SE Sammamish WA 98075	GG	Free No Agreement	DES	0
SeaTac City Hall	4800 S. 188 St. Ste 100, SeaTac Wa 98188	GG	Contract Credit	KCSO	57
Shoreline Community College	16101 Greenwood Ave N, Shoreline WA	GG	Free No Agreement	DCHS	7
Shoreline District Court	18050 Meridian Ave N, Shoreline WA	GG	Owned	DES;DC	20
Skykomish Maintenance Shop	74212 NE Old Cascade Hwy, Skykomish	NGG	Owned	DOT	4
Soos Creek Shop	24810 148th Ave SE, Kent WA 98042	NGG	Owned	DNRP	16
Sound Transit	3407 Airport Way S, Seattle WA 98134	GG	Free No Agreement	KCSO	34
South Facilities	11911 E Marginal Way S, Seattle WA Bldg C	NGG	Owned	DOT	82
South Lake Union Streetcar Maintenance Facility	None provided	NGG	Owned	DOT	17
South Operations & Maintenance Base	12100 E Marginal Way S, Seattle WA	NGG	Owned	DOT	680
South Treatment Plant	1200 Monster Rd SW, Renton WA	NGG	Owned	DNRP	145
Star Lake Maintenance Shop (Roads)	26701 28th S. Kent WA	NGG	Owned	DOT	20
Summit Pit	22815 SE 272 St, Maple Valley	NGG	Owned	DOT	19

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Building	Address	General Government/N on General Government	Leased/ Owned	KC Agencies	FTEs
	WA				
Sunset Shops (Evergreen District Parks)	Des Moines WA	NGG	Owned	DNRP	10
Tolt MacDonald Park	31020 NE 40th St Carnation WA 98014	NGG	Owned	DNRP	5
Transit Control Center	1263 6th Ave S, Seattle WA 98134	NGG	Owned	DOT	34
Vashon Community Service Center / KCSO Precinct	19021 Vashon Hwy SW, Vashon WA	GG	Leased	DES	0
Vashon Road Services	10021 SW Cemetery Road, Vashon WA	NGG	Owned	DOT	7
Vashon Treatment Plant	9615 SW 171st St, Vashon, WA	NGG	Owned	DNRP	1
Waltheu Building	123 3rd Ave S, Seattle WA	GG	Leased	DCHS	28
West Point Treatment Plant	3600 W Government Way, Seattle WA	NGG	Owned	DNRP	126
White Center Public Health Center	10821 8th Ave SW, Seattle WA 98149	GG	Owned	DES; DPH	42
Woodinville City Hall	17301 133rd Ave NE, Woodinville WA	GG	Contract Credit	KCSO	10
Woodinville Cottage Lake Community Service Center	19145 NE Woodinville-Duvall Rd, Woodinville WA	GG	Leased	DES	0
Yesler Building	400 Yesler Way, Seattle WA	GG	Owned	DAJD; DES;DO T;DPH; KCSO;P AO	162
					13,748

# King County Real Property Asset Management Plan

## *Agency/Departmental Evaluation of Existing Work Space*

As part of the 2011 Work Space Survey each agency/department evaluated their work space. From the Surveys a high level check list (Table 10) indicating whether or not the existing space was “OK”; “Needs Improvement” or in need of “Help” was developed as well as a summary of the departmental comments received. Copies of actual Surveys can be obtained from FMD.

**Table 10 High Level Check List - Evaluation of Work Space**

Agency	OK	Needs Improvement	Help!	Comments
<b>Assessor</b>		✓		Admin. Bldg. vacancy hinders efficiency; large amount of underutilized spaces; work stations vacant/budget cuts
<b>Council</b>	✓			Space realignment ongoing
<b>DAJD</b>	✓			Will look at moving WER to KCCF West Wing after 2011; some work stations vacant/budget cuts
<b>DCHS</b>			✓	Walthew Bldg lease expiration creates major needs, to transfer to county-owned building
<b>DDES</b>			✓	large amount of underutilized spaces; work stations vacant/budget cuts
<b>DES: FBOD</b>	✓			Need more storage and conf. rooms in Chinook; using vacant cubicles instead
<b>DES: HRD</b>		✓		Basic office amenities (lunch room, conf room) lacking in Admin.; Yesler Bldg. underutilized; need private offices; moving downtown from airport ideal
<b>DES: OCR</b>	✓			Underutilized; some work stations vacant/budget cuts
<b>DES: OEM</b>		✓		Reconfiguration plans to increase efficiency of existing space
<b>DES: ORM</b>	✓			No changes needed
<b>DES: RALS</b>		✓		Admin. Bldg. space is inefficient; REET electronic filing may change space needs; Archives needs office space
<b>District Court</b>		✓		Major south end deficiency remedied by MRJC remodel
<b>DJA</b>	✓			KCCCH exhibit room should relocate to 6 <sup>th</sup> floor
<b>DNRP</b>	✓	✓		Plan to expand West Point for current staff in 2011; Brightwater staff moves back to Chinook; WLRD to expand in Chinook; Parks locations are cramped and staff need to consolidate
<b>DOT</b>	✓			Evaluate as needed
<b>Elections</b>	✓			Public transit lacking; space is sufficient; reconfiguration a possibility
<b>PAO</b>			✓	Will need add'l MRJC space for DC DPAs w/ remodel; would like to move Kent Family Support to MRJC
<b>Public Health</b>			✓	Potentially large vacancies pending across system; multiple clinic locations with some vacancy; consolidations pending
<b>Superior Court</b>		✓		KCCCH safety/security lacking, functions should be consolidated, configuration problems from building age; Alder needs replacement and expansion; MRJC needs better support space and expansion for growth. Technology infrastructure and ADA improvements needed.

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## *Evaluation of Work Spaces and Facilities Summary*

In response to the 2011 Space Survey, King County departments and agencies took a look at their current facility locations and work spaces, providing an assessment of their functional effectiveness and operational efficiency. Their comments also discussed vacancies in their work spaces – whether in individual workstations, offices, or in their area generally. The following is a synopsis of department/agency comments in evaluating their space.

Department of Adult and Juvenile Detention: DAJD noted their Director’s Office as having several vacant offices and workspaces due to recent budget reductions while noting an ongoing need for a hiring/candidate testing workstation and auditor’s work space. DAJD also plans to look into the potential of moving the Work Education Release program (currently in the King County Courthouse) into the King County Correctional Facility’s West Wing for more effective and efficient service delivery – but not in the immediate term due to the large capital commitment assumed required and uncertainties regarding population forecasts.

In addition, DAJD’s Community Corrections Division (CCD) space in the Yesler Building – primarily used by CCAP and related programs – is thought to be greatly undersized and lacking the level and type of security measures to appropriately serve the programs located there.

King County Assessor: The Assessor identified their Administration Building space as likely inefficient, based on poor work space design and significant amounts of unused open floor area. The Assessor believes the 7<sup>th</sup> floor Administration Building space could be programmed to efficiently serve most or all of the staff currently located in the portion of the Administration Building 8<sup>th</sup> floor. There is also unused space in the 8<sup>th</sup> floor Administration Building area. The Assessor’s space in the Blackriver Building is functional and rather efficient in comparison with other county tenants, although there may be additional opportunities for greater efficiency.

Department of Community and Human Services: DCHS does not want to renew the expiring Walthew Building lease at the end of 2011. Two programs – Veterans’ Services and the Office of the Public Defender – are currently located in the Walthew Building. DCHS prefers they move into county-owned space.

DCHS is already planning to move the OPD direct services in Walthew into the King County Courthouse (KCCH) and its administrative operations into the Chinook Building. OPD needs a total of three permanent workspaces for public defense screeners, along with a defense attorney resource room in the Courthouse. Currently, Superior Court is providing these spaces temporarily as part of the Alder Remediation project. OPD will continue to need space for public defense screening and defense attorney resource rooms at the MRJC and the Youth Services Center (YSC) as well. OPD Administration does not need additional security at the Chinook Building, but would like to preserve their conference spaces.

Veterans Services needs to stay in the downtown Seattle area in an easily-reachable location for low income, disabled, and/or homeless clients. A potential option is to co-locate with Public Health in their Belltown Clinic, which could provide sufficient security for the services offered.

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Metropolitan King County Council: The Council initiated a two-phase space consolidation effort in late 2010 as part of a redesign and realignment of their business processes resulting from 2011 budget reductions. All legislative agencies will be relocated to the KCCH 10<sup>th</sup> and 12<sup>th</sup> floors. Phase I, completed in December 2010, moved the Hearing Examiner, Tax Advisor, and Ombudsman into the KCCH, requiring substantive space changes. Phase II (2011) may add the Board of Appeals.

King County District Court: District Court lacks enough courtrooms for its judges elected in the South Division. The County is working with the City of Kent to sell the City the Aukeen Courthouse with the proceeds to finance a remodel of the MRJC space currently used by the King County Sheriff's Office Criminal Investigations Division (CID). This change would add an additional South Division courtroom.

District Court's March 2007 FMP identifies core District Court facility needs. To maximize space at many District Court sites, employees are working in smaller general spaces than specified in the District Court FMP space utilization guidelines. By introducing electronic court records, District Court increased space efficiency through repurposed file rooms. However, the Regional Mental Health Court expansion creates a need for space for the District Court and related staff included in the expansion. District Court also needs a dedicated inquest courtroom in the KCCH.

King County Elections: Elections' existing space is a two-story building in Renton with roughly 100,000 square feet of office, production, and warehouse space. Elections believes there is sufficient space for employees and operations, and the location supports adequate service delivery. Potential reconfigurations of the work area are being considered, but not for proposal in 2011. Public transportation to/from the current location is problematic for customers.

Department of Executive Services – Finance and Benefits Operations Division: The configuration and location of FBOD's space in the Chinook Building supports effective and efficient service delivery. Workstations currently vacant are to be used by the ABT project and additional staff after ABT implementation (per a future staffing model). A determination of the Business Resource Center's permanent location impacts FBOD's space, and should be included in 2012 budget and space planning. Additional storage and conference space in the Chinook Building would free cubicles now utilized for such purposes.

Department of Executive Services – Human Resources Division: HRD's Administration Building workspace is well-located and configured to support supervision and efficient service delivery. The office area is well-utilized, but has insufficient meeting space and no dedicated lunch room (save a small refrigerator in the copy/print area shared with the Office of Labor Relations) – inadequate for the 33 employees in HRD's area. Although the Chinook Conference Center mitigates the lack of meeting space, HRD's offices also have no central file room; filing cabinets line every available wall. The space also needs new carpeting, electrical, and HVAC.

HRD's Employee Health and Well-Being (EHB) section is located on the 5<sup>th</sup> floor of the Yesler Building. It primarily serves internal customers and has few visitors. EHB is fully staffed, but recent budget reductions and the elimination of the Training and Organizational Development group left vacant cubicles and offices in the area. EHB's Yesler Building area has a lunch room,

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three conference rooms, and sufficient storage. HIPAA regulations require secured storage for this group's benefits materials; the two senior managers require enclosed offices for confidential benefits-related work. In addition, two Employee Assistance Program Counselors host employees for counseling sessions; this confidential and sensitive work also requires offices. HRD's Central IT employees are also in the Yesler Building, with adequate workstation and storage space.

Safety and Claims Management is located at the King County Airport. HRD identified their space as adequate, but without vacancies. HRD seeks to relocate them to the downtown campus core for operational efficiency; the Disability Services and Workers' Compensation groups work with confidential employee medical files on sensitive matters. These staff and the files must be in a secure location.

Department of Executive Services – Office of Civil Rights: OCR's Yesler Building space features two vacant offices and an underutilized internal conference room. OCR could share conference room space if relocated.

Department of Executive Services – Office of Emergency Management: The Regional Communications and Emergency Coordination Center current workspace configuration is insufficient. Staff collaboration is impeded as the arrangement of workstations does not maximize space use; a meeting room is used as a work space for a staff member. Reconfiguration would allow up to six additional work stations in existing space. The proposed new layout provides needed workspace for three additional FTEs in the 2011 budget.

OEM's 7300 Building space sufficiently supports current staff, and could add an additional two FTEs. The Building's central location between the north and south ends of the County, close to I-5, provides easy access for the Public Safety Answering Points and police and fire departments.

Department of Executive Services – Office of Risk Management: ORM's space is sufficient and functional. There are two vacant workspaces for 1.50 vacant FTEs, hiring pending.

Department of Executive Services – Records and Licensing Services: RALS workspace is inefficient, especially in the Administration Building. Use of hard-walled offices is inconsistent with current King County space standards. The design and layout of the Administration Building 4<sup>th</sup> floor workspace is outdated; space use has adapted to the pre-existing infrastructure. Noisy production work involving mechanical equipment occurs in customer service work areas, and lack of adequate staging areas forces layout work to the tops of counters and file cabinets.

The Recorder's Office's space on the 3<sup>rd</sup> floor contains significant underutilized space. Recently, RALS transferred recorded documents of six years and older to the King County Archives and Records Management warehouse site at 12<sup>th</sup> and East Fir Street in Seattle. The move consolidated services at the Archives location, vacating large portions of the 2<sup>nd</sup> and 3<sup>rd</sup> floors of the Administration Building and increasing customer traffic at the Archives offices. However, Archives' administrative office space is insufficient to meet their growing needs. RALS notes that although minor adjustments may provide temporary relief, the potential repurposing of the Archives property limits major site investments. Meanwhile, the Recorder's Office anticipates electronic acceptance of Real Estate Excise Tax (REET) payments in early

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2011, with a corresponding growth in electronic recording of real estate documents (deeds, etc.) from commercial customers. RALS notes these pending changes will fundamentally change the way the office is organized, including how and where staff are deployed.

Records Management's Electronic Records Management System (ERMS) project is located in leased space in the Graybar Building. Completion of ERMS should result in a reduction of six FTEs by the end of 2011. RALS prefers to leave the Graybar Building at project completion, relocating the remaining employees to the Archives/Records Management facility or the Administration Building. RALS also seeks to consolidate the Regional Animal Services units (Shelter, Field, and Pet Licensing) under one "roof". Licensing is currently located in the Administration Building 4<sup>th</sup> floor space; however, the existing Animal Shelter is deficient and in need of replacement.

Finally, the Community Service Center (CSC) program operates in borrowed/donated workspaces with limited hours. CSC's Cottage Lake site in Woodinville is well-located, but is oversized and doesn't have sufficient IT to meet business needs. Long-term solutions are needed for CSC sites.

Department of Judicial Administration: DJA's shift from hard copy to electronic storage changed its space needs. DJA workspace modifications provided scanning, electronic document indexing, printing, and judicial copy work areas. Public areas now feature computer-based viewing stations instead of tables for paper file review. DJA spaces are generally functional for their needs, especially at the MRJC because the exhibit room is within the Clerk's Office space efficiently allowing customers and staff access to it. The KCCH exhibit room is in the basement; DJA would like to relocate at least a portion of the exhibit room to its 6<sup>th</sup> floor area.

Department of Natural Resources and Parks: DNRP identified their space(s) as sufficient for anticipated needs; where additional space is needed; they have developed plans to meet the anticipated need (e.g., the West Point Treatment Plant annex plan). DNRP felt their workspace configurations supported effective and efficient service delivery, with the exception of the Parks Division. Parks staff in the Kingstreet Center is simultaneously crowded and isolated, spread out on the 7<sup>th</sup> floor of the Kingstreet Center (KSC) in undersized spaces. DNRP would like to consolidate Parks staff in a single KSC location, but none has been identified.

DNRP also noted the pending need to move Brightwater project staff back to the KSC once the new plant is open, and a plan to expand the Water and Land Resources Division's Flood Warning Center on the 6<sup>th</sup> Floor of the KSC to meet operational needs. Server consolidations may create additional workspaces in the Chinook Building.

King County Prosecuting Attorney's Office: The PAO reported a "dire need" for additional space at the MRJC. The existing space is well-utilized and lacks sufficient file storage. District Court's proposed CID remodel will exacerbate PAO's need for additional space as accommodations for District Court deputy prosecuting attorneys relocated from Southwest District Court, along with related support staff, will be needed. The PAO expects South County caseload growth to continue; if current trends continue, the PAO (along with Superior and District Courts) will require additional space in Kent to handle this increased workload.

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King County Superior Court: Superior Court's comprehensive response identified general space needs as well as particular issues in each of the three major County courts buildings: KCCH, MRJC, and Alder YSC. Their comments center on four areas: improved court security, insufficient space for high-volume calendars, ongoing deficiencies from outdated buildings, and the need for additional courtrooms at all three courthouses to address caseload growth. In particular, Superior Court noted the need to replace Alder court buildings at the YSC and the consistent security problems presented by KCCH's shared public and in-custody circulation. An addendum, following, addresses Superior Court's comments in detail.

Department of Public Health – Seattle/King County: Public Health's budget is significantly supported by State legislative appropriations. The dire condition of the State budget is likely to result in significant budget cuts, and correlating staff reductions, for Public Health – in turn triggering significant space vacancies and needed consolidations of existing Public Health space. Until the size and specifics of the pending cuts become definitive, Public Health cannot fully define the resulting effect on its space needs and facilities.

Public Health's survey response notes some significant issues and needs. The Kent/East Hill Public Health site is inefficient and poorly located; an alternative site near public transportation should be secured before the current lease ends in November, 2011. Public Health also noted potential opportunities for better space utilization throughout its sites: space at the Blackriver Building could be compressed, and the site vacated entirely to co-locate with DDES at a new site. An additional room at the Auburn Public Health site is vacant and could be reprogrammed. The 4<sup>th</sup> floor of Downtown Public Health could be better utilized. Eastgate Public Health has some vacant space. Federal Way Public Health has a work area with 15 vacant workstations. And Public Health reported that the 9<sup>th</sup> floor of the Chinook Building has vacancies that may present opportunities for consolidation along with other small spaces in the building.

Department of Transportation: Since the last space survey in 2006, the DOT Director's office consolidated workgroups/space, reallocated space, and reviewed work rooms/storage areas to maximize their potential. DOT will continue to evaluate space utilization on a regular basis.

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## Addendum

### King County Superior Court – Space Survey Existing Spaces Evaluation Compiled Comments

The statements below reflect the compiled comments received. The statements do not necessarily reflect the best professional judgment of FMD; rather, they simply restate the input received.

#### Superior Court Facilities

King County Courthouse: The Superior Court survey noted issues associated with the age of the King County Courthouse (KCCH), which is more than 90 years old. Conducting criminal proceedings is challenging. Most defendants must be escorted through public corridors and doorways into courtrooms requiring security personnel and infrastructure to mitigate potential security risks. KCCH also lacks ideal courtrooms for hearing arraignments and high-security matters, as well as no attorney-client conference meeting spaces, and no room for natural growth in civil and criminal caseloads.

Maleng Regional Justice Center: According to Superior Court, the MRJC is operating at full capacity and is not sized to accommodate the current needs warranted by the south county catchment area. The Superior Court survey response noted that although the facility is in good condition overall, it does not provide enough space to handle growing judicial caseload in south King County, or to meet the space needs of other King County organizations that have or seek to have a presence there.

Alder Building - Youth Services Center: Superior Court's response reflected ongoing concerns with this site. The Alder Building at the Youth Services Center has outlived its useful life and does not provide adequate space for existing Juvenile Court operations or for expansion. Further, because the Family and Juvenile Courts are not co-located (and cannot be co-located within existing facilities), it is impossible for the court to address the needs of court-involved families. Superior Court feels strongly that the Alder Building must be replaced with a new 17-courtroom facility, which would allow for co-location of juvenile and family law matters with children for north King County, along with the associated services, and would provide adequate room for expansion as county population and court caseload grow.

#### Unmet General Superior Court Space Needs

King County Courthouse: The court identified the following unmet space needs at KCCH and believes opportunities for addressing them may exist or arise within the existing facility:

- **Security Improvements**: In 2007, the U.S. Marshal completed a study of the KCCH and recommended several facility upgrades to improve security. Facility fixes consistent with the U.S. Marshal's report are essential to protecting the staff and judicial officers of the court.
- **ADA-Compliant Courtrooms**: The KCCH has no fully ADA-compliant courtrooms. Developing such courtrooms would not require additional space, but would require the installation of ADA-compliant fixtures in existing courtrooms.

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- **High-Security Courtroom:** The KCCH lacks an appropriate courtroom for conducting high-security trials. The court received capital project funds for planning in 2007, and a plan subsequently was developed. Implementation funds have not been forthcoming.
- **Criminal Department Reconfiguration:** Current facilities in the KCCH for arraignment and the criminal department office are small and consistently congested. The court received capital project funds for planning in 2007, and a plan subsequently was developed. Implementation funds have not been forthcoming.
- **Drop-In Child Care Center:** The court lacks a Drop-In Child Care Center at the KCCH. The MRJC offers such a center, which shields children from contentious court proceedings, but the KCCH lacks a comparable facility.
- **Drug Court Staff Space:** The court needs adequate space for housing Drug Court staff in the KCCH. As of the writing of this plan, Drug Court caseload reductions were anticipated in August 2009. Resulting staff reconfigurations may require the reprogramming of existing Drug Court space.
- **Judicial Conference Room Upgrade:** The KCCH lacks an adequate space for its Judicial Conference Room (JCR). The existing JCR on the 9th floor is too small and presents acoustical challenges which make it inappropriate for its function. The court needs an appropriate space for its judicial officers and other large groups to meet.
- **Administrative Offices Consolidation:** The court lacks adequate space to co-locate its administrative functions. Currently, Central Admin and HR are on the KCCH 9th floor (though separated), Court Operations is on the 8th floor, Computer Services is on the 7th floor, and Admin Services is on the 2nd floor. The court would benefit from co-location of these functions.
- **Storage Space:** According to the survey the court lacks a consolidated storage space in the KCCH. Most storage is handled in an ad hoc manner (temporarily using vacant offices and other spaces); meaning stored materials must be moved repeatedly. The survey notes that, from the Superior Court's perspective, this is inefficient, costly for the court, and time-consuming for Facilities staff, who must coordinate each move.
- **Settlement Conference Space:** The court lacks adequate space in the KCCH for holding settlement conferences, such as those sponsored by the court-annexed Volunteer Family Law Settlement Conference Program.
- **Jury Room Exit Door:** Most jury rooms in the KCCH can be accessed only through the courtroom to which they are attached. This creates complications when jurors, needing to leave their jury room, must pass through the courtroom where other matters are being heard. Superior Court would like more jury rooms with exit doors leading directly into main corridors.
- **Conference Rooms:** Superior Court has far fewer conference rooms in the KCCH than the County's conference room space standards recommend. Further, the court's multiple location setup means that a single departmental or programmatic meeting may occupy multiple conference rooms. The court needs additional conference room space in the KCCH.
- **Weapons Storage at Entryways:** The KCCH lacks adequate weapon storage facilities in building entryways. Weapons that cannot be brought into the courthouse must be turned over to security personnel. Some items (e.g., small knives) can be held at the entryway. However, security personnel lack an appropriate facility for storing more

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dangerous weapons (e.g., firearms) at the entryway, meaning these must be transported to a more secure location. An appropriately designed weapons locker at each entryway would improve building security.

- **Courtroom Security Cameras / Monitoring from Chambers:** According to the survey, Superior Court believes the court lacks adequate security camera coverage for monitoring KCCH courtrooms. Existing central system cameras allow security staff to view only 85-90% of each courtroom. The installation of a second camera (accomplished in some courtrooms) allows security staff to view 100% of the courtroom. In addition, judicial officers and bailiffs need a way to monitor their courtrooms as they work in chambers. The court currently is experimenting with monitoring systems serving individual courtroom suites.

Maleng Regional Justice Center: Superior Court identified the following unmet space needs at the MRJC and believes that opportunities for addressing them may exist or arise within the existing facility. These are needs that exist in addition to the need for additional courtrooms to address the south county caseload.

- **Family Law and Ex Parte Courtroom Waiting Area(s):** The MRJC lacks appropriate waiting areas for its family law and ex parte courtrooms. Many visitors to these courtrooms must wait in the hallways until their matters are called. This creates circulation problems and noise issues for staff.
- **Interpreter Services Space:** The Interpreter Services office at the MRJC lacks a work space for interpreters. Interpreters often try to work in the main office area, but this offers no privacy and is disruptive for staff. A small, dedicated work space for interpreters is needed.
- **Settlement Conference Space:** Like the KCCH, the MRJC lacks an appropriate space for holding settlement conferences. The small conference rooms outside each courtroom are not designed for settlement conferences (too small; no “break-out” space). A true settlement conference space is needed.
- **Ex Parte Courtroom Configuration / Facilitator Space:** Current placement of the clerk’s station in the MRJC Ex Parte Courtroom complicates document exchange between clerk and commissioner. A recent ergonomic study recommended that the clerk’s workstation be placed next to the commissioner’s station. During reconfiguration, a Family Law Facilitator workstation could be placed where the clerk’s station currently is located.
- **Information Desk:** The main lobby of the MRJC lacks a visitor information desk. The first staff people that most court visitors encounter are the security screeners. These screeners frequently are asked about the location of services, distracting them from their primary function, which is to screen for weapons and safeguard the facility. The MRJC needs a staffed visitor information desk, similar to the one located on the first floor of the KCCH or main floor of the YSC, or some other way-finding instructional mechanism.
- **Courtroom Security Officer Stations:** Simple but designated space for a security officer is needed in courtrooms where high conflict civil trials are held. This space would not require a computer workstation but should have superior lines of sight to all significant areas of the courtroom.

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- **Drug Court Dedicated Courtroom:** The MRJC lacks a dedicated courtroom for Drug Court. This also means that co-locating the courtroom with Drug Court staff has not been possible.

Alder Building at the Youth Services Center: The space and facility needs of the Family and Juvenile Courts are the focus of the Children and Family Facility Master Plan (FMP) and Pre-Design Report. Both reports assume that the existing YSC is no longer viable and must be replaced. For this reason, Superior Court's comments do not address longer term needs for the YSC. The comments include only immediate unmet needs which the court believes should be addressed in the interim within the existing facility. These needs include the following:

- **Holding Rooms for Courtrooms 5 & 6:** Courtrooms 5 and 6 at the YSC lack holding rooms for in-custody cases. This results in the need to move cases and may conflict with the best-practices goal of assigning one youth to one judge for all matters.
- **Storage Space:** The court lacks adequate storage space at the YSC. Nearly all above-ground space is occupied, and most of the basement belongs to detention. When the court receives a large delivery, it often must use space which is not its own, subject to availability.
- **Locked Exhibit Storage:** The court lacks appropriate space at the YSC for storing sensitive exhibits during criminal trials. Some exhibits are weapons or drugs which currently must be locked overnight in judges' chambers. This means that chambers cannot be accessed by cleaning crews. Having locked exhibit cabinets in each courtroom would solve this problem and would improve security.

All Superior Court Facilities: Superior Court identified the following unmet space needs at all its primary facilities and believes that opportunities exist for addressing them within existing facilities:

- **Courtroom Technology Infrastructure:** KCCH courtrooms lack appropriate infrastructure to support current trial presentation methods. All courtrooms should have adequate power supply, data connection points, and equipment spaces to support electronic presentation of evidence, remote testimony, video hearings, real-time court reporting, and a full range of data system applications. YSC and MRJC courtrooms also need improvements.
- **Computer Labs / Training Rooms:** The court lacks adequate facilities for training staff in-house, particularly in new court technologies. The court needs training rooms equipped with computer workstations at all locations. The court also needs general training space for work group training, continuing legal education (CLE) seminars, parenting seminars, etc.
- **ADA Compatibility Issues:** The court faces ADA compatibility issues at all its locations, although the problem is particularly pronounced in the King County Courthouse. The County's Facilities Management Division recently conducted an ADA accessibility study of all county facilities and identified numerous problems in the courthouses. The court supports funding for projects that would correct these problems.
- **Ergonomic Issues:** The court routinely confronts a number of ergonomic issues at all its locations. The court's upper and lower benches were not designed to accommodate standard computer workstations, and court reporter courtroom stations are unable to accommodate equipment needed for real-time reporting. Other ergonomic issues arise

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piecemeal, generally via employee complaint, but must be dealt with expeditiously to protect the affected individual.

## *Size the Prize*

The 2011 Space Survey provides important data upon which to evaluate the County’s work space utilization. The focus for this report is on the seven largest general government office buildings totaling approximately 2 million rentable square feet (RSF) which translates into 1.7 million

<b>King County Assessor Building Appraisal Information</b>				
2010 Appraised Values (2011 Tax Year)				
Building	Year Built	Building Rental SF*	Building Usable SF*	Total
Administration Building	1971	187,421	145,504	\$ 50,391,400
Blackriver Building	1990	70,239	64,139	\$ 10,636,600
Chinook Building	2006	274,205	218,943	\$ 72,734,000
King County Courthouse	1916	535,064	443,126	\$ 129,039,300
Kingstreet Center	1998	298,139	215,023	\$ 78,413,000
Maleng Regional Justice Center	1997	583,578	546,607	\$ 111,118,900
Yesler Building	1909	87,813	75,684	\$ 10,047,800
		2,036,459	1,709,026	\$ 462,381,000
* includes storage; shops areas; not considered Office area				

useable square feet (USF) with approximately \$32 million in building occupancy costs:

Table 11 King County Assessor Building Appraisal Information

RSF is the amount of space that is charged for in standard lease terms, and generally includes floor common areas, elevator lobbies, main hallways and the like. USF is the smaller area corresponding to the actual space that a tenant can use for their work processes and generally includes offices, cubicles, storage areas, assigned conference rooms, assigned waiting areas and internal corridors.

The 2011 Work Space Review is intended to propose rather rudimentary benchmarks to enable departments to be knowledgeable of their office space utilization and building occupancy costs. Agencies and departments know their work processes best. With the tools provided in the Work Space Review, departments can develop budget proposals to help reach annual budget targets. It is also possible for departments to consider improved work processes which could reduce space assigned to individuals while freeing up space for more varied space types as discussed in the “Workplace Trends” section.

Work space performance data derives from three sources: 1) the office area RSF and USF assigned to each department in each building, 2) the building occupancy costs as discussed in a previous section and 3) the full time equivalent (FTEs) who work in the area as reported by departments via the Survey. The performance data daylights how effectively the County’s office space assets are managed. The data reveals areas where enhanced policy guidance, education

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and identification of best practices are needed. More importantly, the analytical results provide feedback to drive business improvements in managing the County's real property assets. By measuring and reporting office space performance - a key component in the goal of continuous improvement - we will achieve the following:

- Gain clarity on building occupancy costs;
- Create internal cost performance targets and track progress over time;
- Enable internal and external benchmarking;
- Support informed strategic decision-making;
- Enable departments to measure and manage their own office space performance;
- Supply performance reports to departments, with efficiency and effectiveness analysis for the individual buildings they tenant; and
- Provide a springboard for continuous improvement in office space utilization.

As the collection of data and its analysis can be time consuming, it is important to select performance measures that provide the most relevant information. As data collection is refined each year both the scope and accuracy of each performance measure will be updated. The performance measures used in the Plan analysis are as follows:

- Building Occupancy costs per usable square foot
- Building Occupancy costs per FTE - This indicator helps account for the efficient use of space. A high cost facility may use space more efficiency and thus be less expensive per FTE than a low cost facility.
- Vacancy rate: # of vacant or "underutilized work stations" compared to existing work stations.
- Office space efficiency: Amount of office space square footage either vacant or "underutilized" compared to total office space square footage determining the degree to which tenants can be added to existing facilities and the potential for work patterns to increase office density.

There are a number of factors that affect the ability of an organization to maximize its work space efficiency. These include physical constraints, such as building age, the size of each floor, the current configuration of space and the building condition. Operational constraints include desk sharing potential, the prevalence of rooms multiple people can share, the main function of the office as well as the need for public or meeting space. The final constraint is financial; making changes to improve space efficiency often involves significant up-front expenditures.

To benchmark office space current utilization, staff developed a "best practice target" for the average USF per FTE for each building. The target represents a subjective analysis of the utilization of existing space. Useable square feet is used as it more closely matches the space used by a tenant for business purposes. Rental square feet includes shared hallways, conference rooms and other common areas. A recent consultant presentation on the work place of the future noted that the average work space per person for 15 client firms ranged from 140 sq. ft. to 264 square feet. While the best practice target should be achievable by most tenants, it may only be inspirational for others because of the building physical and operational constraints listed above.

# King County Real Property Asset Management Plan

The “best practice targets” were as follows:

- Administration Building 170 USF
- Blackriver Building 170 USF
- Chinook Building 140 USF
- Kingstreet Center 140 USF
- King County Courthouse 200 USF
- Maleng Regional Justice Center 170 USF

It is important to note that the best practices target for this Plan assumed a 1:1 relationship between FTE and workstation. This means that the target assumes that there is an assigned workstation for each FTE. As the County begins to adopt more flexible working arrangements, the performance target could be adjusted. For example, some businesses use a 1:1.02 relationship, i.e., 1 work station for every 1.02 employees.

The performance results summary for the seven buildings is portrayed in the Table 12 below. The performance results for each building follow at the end of the section.

Table 12 2011 Work Space Use Review Summary  
**Size the Prize**

2011 Work Space Use Review Summary									
Line #	Usable Square Feet (USF)	Chinook Building	Admin Building	Blackriver Building	MRJC	Yesler Building	King Street	KCCH	Total
1	Total Sq.Ft. paid:	219,692	144,435	64,139	162,621	74,470	226,460	361,055	1,252,872
2	Total Office Sq. Ft.:	219,692	144,435	64,139	71,388	68,305	225,876	237,531	1,031,366
3	Budgeted FTEs:	1,273	593	217	309	183	1,261	1,077	4,913
4	Budgeted Office FTEs:	1,273	593	217	255	183	1,261	915	4,697
5	Private Offices:	-	-	-	-	-	-	-	-
6	Occupied:	105	111	26	68	28	41	361	740
7	Vacant:	4	5	4	11	8	4	40	76
8	Vacant work stations:	-	-	-	-	-	-	-	-
9	Vacant:	235	90	118	16	18	47	57	581
10	Repurposed:	80	27	11	3	4	25	42	192
11	Multi use work stations:	-	-	-	-	8	-	-	8
12	Shared workstations:	29	-	7	-	-	1	-	37
13	Potential Vacant/ Underutilized space:	54,906	30,349	33,759	28,038	39,291	49,336	58,431	294,110
14	Target Sq. Ft. per FTE:	140	170	170	170	160	140	200	
15	Est. Actual Sq. Ft. per FTE:	173	244	296	280	373	179	260	
16	Cost per Sq. Ft.:	\$ 37.31	\$ 16.65	\$ 25.41	\$ 18.77	\$ 22.88	\$ 35.37	\$ 22.00	
17	Cost per FTE:	\$ 6,438	\$ 4,056	\$ 7,509	\$ 5,255	\$ 8,541	\$ 6,336	\$ 5,710	
18	Total cost:	\$ 8,196,113	\$ 1,918,169	\$ 1,629,520	\$ 2,755,056	\$ 1,704,152	\$ 7,989,473	\$ 7,942,334	\$32,134,816
19	Adjusted for Office Space:	\$ 8,196,113	\$ 1,412,743	\$ 1,629,520	\$ 1,340,087	\$ 1,563,073	\$ 7,989,473	\$ 5,225,106	\$27,356,115
20	Target:	\$ 6,648,905	\$ 505,426	\$ 771,836	\$ 705,260	\$ 670,036	\$ 6,244,401	\$ 4,031,619	\$19,577,483
21	Lost Opportunity Costs:	\$ 1,547,208	\$ 907,316	\$ 857,684	\$ 634,828	\$ 893,038	\$ 1,745,072	\$ 1,193,487	\$ 7,778,632
22		19%	64%	53%	47%	57%	22%	15%	28%

The total usable square feet for all seven buildings is approximately 1.3 million square feet (Line 1 on the above table). All common areas have been removed from the tally. All storage areas, shop areas used by the trades staff and retail spaces have been removed as well. The intent is to display work areas used by the tenants in each building.

## King County Real Property Asset Management Plan

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For purposes of this review, courtroom suites, i.e. courtroom, judicial chambers, and jury rooms were removed from the square feet tally reducing the USF to 1.0 million square feet. (Line 2).

The FTEs reported by the departments totaled 4,913 (Line 3). With judges, bailiffs and other FTES associated with courtroom suites were removed, the total reduced to 4,697 (Line 4). It is important to note that some departments included consultant FTEs in their survey count particularly if the consultant number was significant.

The number of private offices and vacant work stations were determined from the onsite walkthroughs and a check of floor plans (See Lines 5 through 10). A total of 581 vacant work stations were identified. A very real effort was made to exclude from the count vacant work stations assigned to individuals not yet hired. This represents approximately 12% of the available work stations.

Line 15 on the above table represents the estimated actual USF per FTE. It was determined by simply dividing the total office USF by the budgeted office FTEs. (Line 2 divided by Line 4). For the seven buildings, the average square footage per FTE ranges from 173 to 407.

The wide difference in the range of average square footage per FTE among the buildings is understandable. Chinook and Kingstreet Center have the lowest square footage per FTE as the buildings were recently constructed with the design emphasizing open floor plans. The Administration Building, MRJC and the King County Courthouse have similar square feet per FTE because the workspaces have a significant number of enclosed spaces as well as general use of older non modular office furniture. Both Yesler and Blackriver square footage per FTE can be attributed to the high amount of vacant space.

As indicated in a previous cost section, the building occupancy costs per square footage range from \$22.00 for the King County Courthouse (KCCH) to \$37.31 usable square feet for Chinook. This translates into \$18.37 for the KCCH and \$30.03 for Chinook for RSF.

For all buildings as the tenant departments have downsized their staffing over the last few years, the end result is underutilized space. This coupled with the use of older non modular furniture, workspaces exceeding office standards, and multiple private offices contribute to the total estimated underutilized square feet of 309,000 – the size of the prize. While it is likely that the target amount could never be reached because of building physical constraints as well as operational business needs, the figure is important as a benchmark to review changes over the next few years.

Building occupancy costs per FTE reflects the cumulative impact of the facility constraints, year built; use of open floor plan, use of modular furniture and amount of downsizing a department has undergone. The costs per FTE range from \$4,056 to \$9,312. Again, the vacant space in the Yesler building largely defines the upper range of costs.

Office space efficiency ranges from 15% underutilization in the King County Courthouse to 68% for Yesler driven in large part because of the available vacant space.

## King County Real Property Asset Management Plan

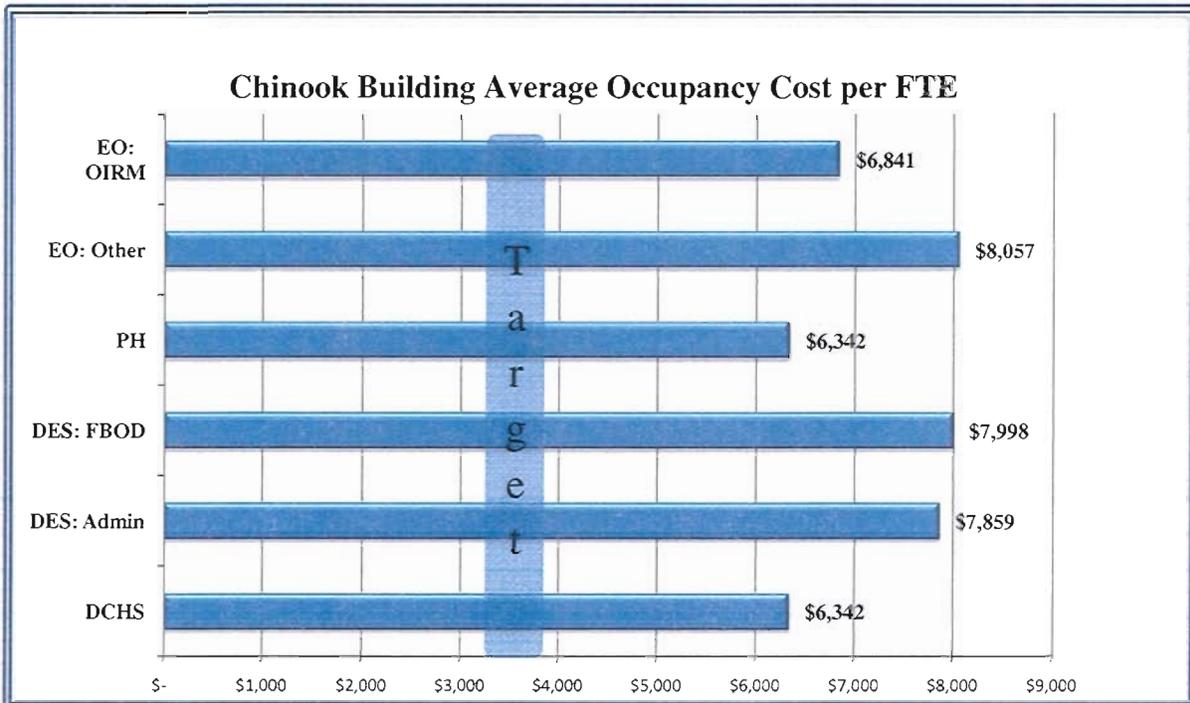
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Setting a best practice target should not detract from the ongoing emphasis on the balance between efficiency and effectiveness within the office building. The real prize will be the combination of improved efficiency as well as improved work spaces to support a more productive workforce.

## 2011 Work Space Use Review - Chinook Building

	Usable sq.ft. Rate
Annual O&M cost per sq.ft.:	\$ 9.76
Annual MMRF cost per sq.ft.:	\$ 1.47
Long Term Lease Fund	\$ 26.08

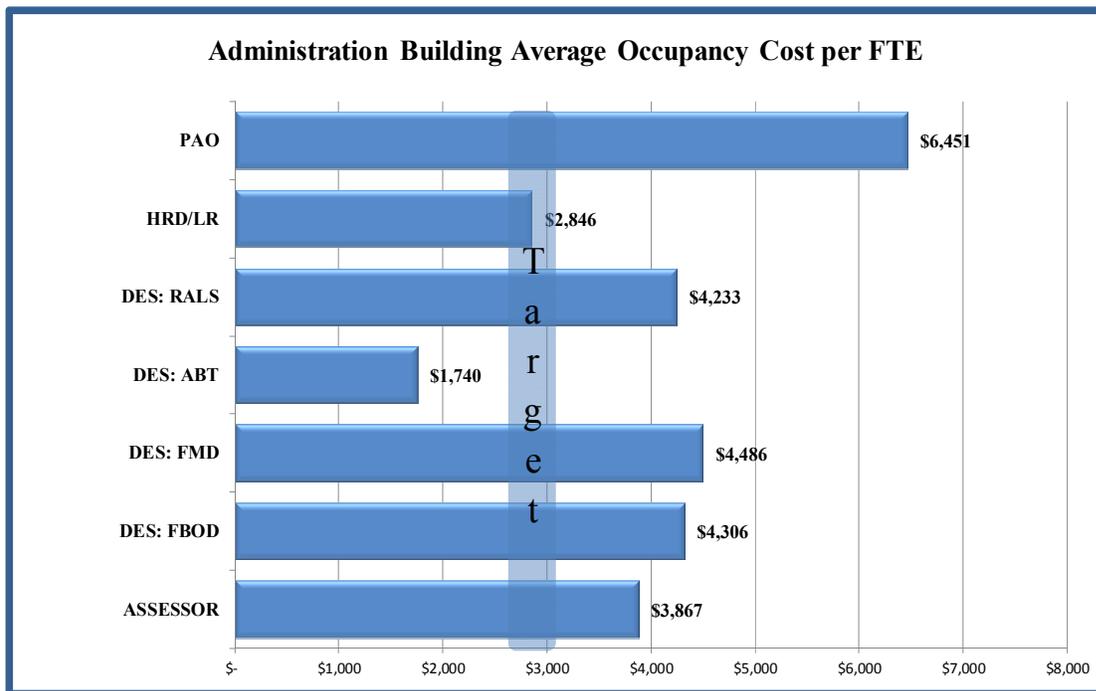
Usable Square Feet (USF)	DCHS	PH	EO: Other	EO: OIRM	DES: Admin	DES: FBOD	Vacant/previ ously Council	Total
Total Usable Sq.Ft. paid:	37,717	93,179	15,981	34,473	2,528	32,157	3,657	219,692
Total Office Usable Sq. Ft.:	37,717	93,179	15,981	34,473	2,528	32,157	3,657	219,692
Budgeted FTEs:	236	613	74	188	12	150	-	1,273
Budgeted Office FTEs:	236	613	74	188	12	150	-	1,273
Private Offices:								
Occupied:	16	48	12	12	4	13		105
Vacant:	0	2	1	1	0	0		4
Vacant work stations:								
Vacant:	32	86	13	76	0	28		235
Repurposed:	15	16	8	21	0	20		80
Multi use work stations:								
Shared workstations:	15	13	1	0	0	0		29
Potential Vacant/ Underutilized space:	7,080	18,390	5,621	8,153	848	11,157	3,657	54,906
Target Sq. Ft. per FTE:	140	140	140	140	140	140	140	140
Est. Actual Sq. Ft. per FTE:	170	170	216	183	211	214		173
Cost per Sq. Ft.:	\$ 37.31	\$ 37.31	\$ 37.31	\$ 37.31	\$ 37.31	\$ 37.31	\$ 37.31	\$ 37.31
Cost per FTE:	\$ 6,342	\$ 6,342	\$ 8,057	\$ 6,841	\$ 7,859	\$ 7,998		\$ 6,438
Total cost:	\$ 1,407,119	\$ 3,476,256	\$ 596,208	\$ 1,286,094	\$ 94,313	\$ 1,199,690	\$ 136,433	\$ 8,196,113
Adjusted for Office Space:	\$ 1,407,119	\$ 3,476,256	\$ 596,208	\$ 1,286,094	\$ 94,313	\$ 1,199,690	\$ 136,433	\$ 8,196,113
Target:	\$ 1,232,633	\$ 3,201,712	\$ 386,504	\$ 981,928	\$ 62,676	\$ 783,453	\$ -	\$ 6,648,905
Lost Opportunity Costs:	\$ 174,486	\$ 274,544	\$ 209,704	\$ 304,166	\$ 31,637	\$ 416,237	\$ 136,433	\$ 1,547,208
								19%
<b>Agency Budget Costs</b>								
Occupancy Cost in Agency Budget:	\$ 1,407,119	\$ 3,476,256	\$ 596,208	\$ 1,286,094	\$ 94,313	\$ 1,199,690	\$ 136,433	\$ 8,196,113
Occupancy Cost for Agency Office	\$ 1,407,119	\$ 3,476,256	\$ 596,208	\$ 1,286,094	\$ 94,313	\$ 1,199,690	\$ 136,433	\$ 8,196,113
Occupancy Cost Target:	\$ 1,232,633	\$ 3,201,712	\$ 386,504	\$ 981,928	\$ 62,676	\$ 783,453	\$ -	\$ 6,648,905
Potential Savings to Agencies:	\$ 174,486	\$ 274,544	\$ 209,704	\$ 304,166	\$ 31,637	\$ 416,237	\$ 136,433	\$ 1,547,208
	12%	8%	35%	24%	34%	35%	100%	19%



# King County Real Property Asset Management Plan

## 2011 Work Space Use Review - Administration Building

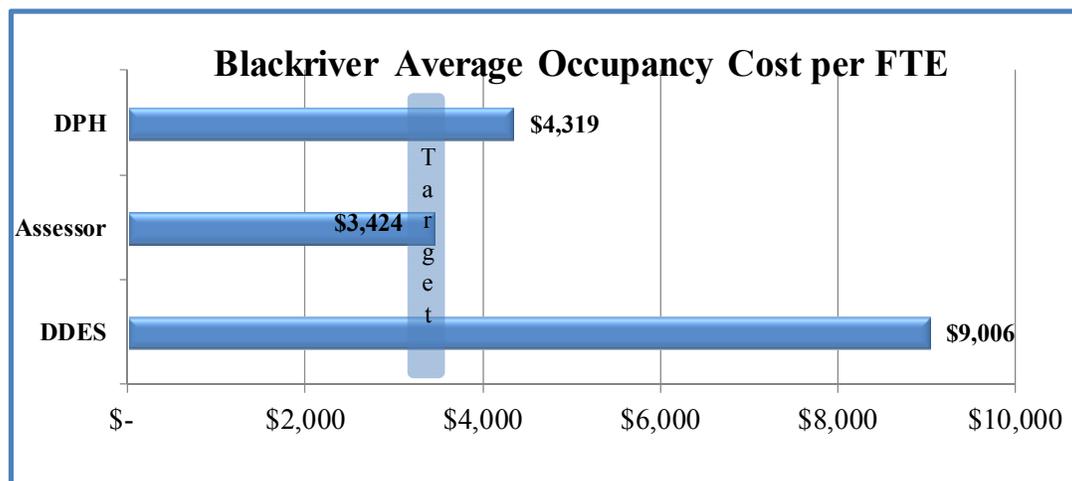
Annual O&M cost per sq. ft.:	\$	12.28									
Annual MMRF cost per sq. ft.:	\$	4.38									
Annual Debt service per sq. ft.:	\$	-									
			DES								
	Assessor	RALS	FBOD	FMD	Admin/ABT	HRD/LR	Offices of EF & Equalization	PAO	Vacant/ was PH	Total	
Total Sq. Ft. paid:	29,256	17,029	19,132	24,515	10,969	10,082	4,019	26,342	3,091	144,435	
Total Office Sq. Ft.	29,256	17,029	19,132	24,515	10,969	10,082	4,019	26,342	3,091	144,435	
Budgeted FTEs:	126	67	74	91	105	59	3	68	-	593	
Budgeted Office FTEs:	126	67	74	91	105	59	3	68	-	593	
Private Offices:											
Occupied:	17	9	12		4	22	3	61		111	
Vacant:				2	1			2		5	
Vacant work stations:											
Vacant:	24	9	7	34	5	4	-	13	18	90	
Repurposed:		9	1	3	-	5	-	9		27	
Multi use work stations:										-	
Shared workstations:											
Potential Vacant/ Underutilized space:	7,836	5,639	6,552	9,045	(6,881)	52	3,509	9,342	3,091	30,349	
Target Sq. Ft. per FTE:	170	170	170	170	170	170	170	250	170	170	
Est. Actual Sq. Ft. per FTE:	232	254	259	269	104	171	1,340	387		244	
Cost per Sq. Ft.:	\$ 16.65	\$ 16.65	\$ 16.65	\$ 16.65	\$ 16.65	\$ 16.65	\$ 16.65	\$ 16.65	\$ 16.65	\$ 16.65	
Cost per FTE:	\$ 3,867	\$ 4,233	\$ 4,306	\$ 4,486	\$ 1,740	\$ 2,846	\$ 22,311	\$ 6,451		\$ 4,056	
Total cost:	\$ 487,224	\$ 283,598	\$ 318,621	\$ 408,268	\$ 182,676	\$ 167,904	\$ 66,932	\$ 438,695	\$ 51,477	\$ 1,918,169	
Adjusted for Office Space:	\$ 487,224	\$ 283,598	\$ 318,621	\$ 408,268	\$ 182,676	\$ 167,904	\$ 66,932	\$ 438,695	\$ 51,477	\$ 2,405,393	
Target:	\$ 356,725	\$ 189,687	\$ 209,505	\$ 257,634	\$ 297,270	\$ 167,038	\$ 8,493	\$ 283,115	\$ -	\$ 1,412,743	
Lost Opportunity Costs:	\$ 130,499	\$ 93,911	\$ 109,116	\$ 150,634	\$ (114,595)	\$ 866	\$ 58,438	\$ 155,580	\$ 51,477	\$ 505,426	
										26%	
<b>Agency Budget Costs</b>											
Occupancy Cost in Agency Budget:	\$ 359,228	\$ 209,095	\$ 234,918	\$ 301,014	\$ 134,686	\$ 123,795	\$ 49,348	\$ 323,448	\$ 37,954	\$ 1,414,258	
Occupancy Cost for Agency Office	\$ 359,228	\$ 209,095	\$ 234,918	\$ 301,014	\$ 134,686	\$ 123,795	\$ 49,348	\$ 323,448	\$ 37,954	\$ 1,414,258	
Occupancy Cost Target:	\$ 263,012	\$ 139,855	\$ 154,467	\$ 189,953	\$ 219,176	\$ 123,156	\$ 6,262	\$ 208,739	\$ -	\$ 1,041,610	
Potential Savings to Agencies:	\$ 96,217	\$ 69,240	\$ 80,451	\$ 111,062	\$ (84,490)	\$ 638	\$ 43,086	\$ 114,708	\$ 37,954	\$ 372,649	
	27%	33%	34%	37%	-63%	1%	87%	35%	100%		



# King County Real Property Asset Management Plan

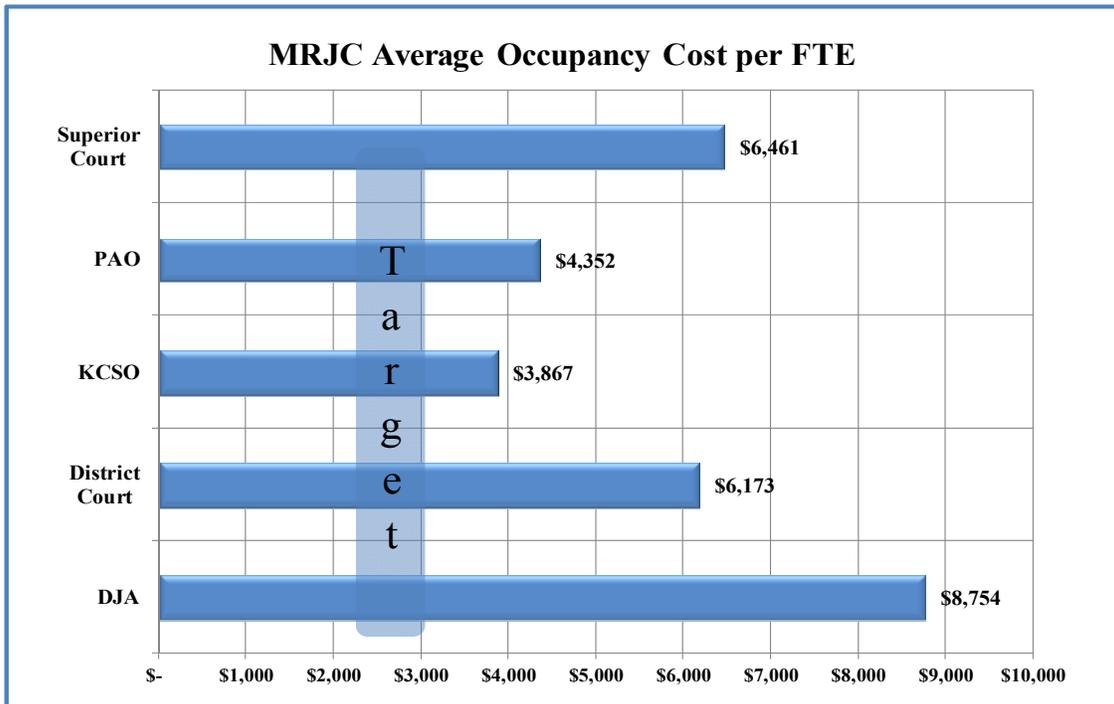
## 2011 Work Space Use Review - Blackriver Building

Usable sq.ft. Rate					
Annual O&M cost per sq.ft.:	\$	9.54			
Annual MMRF cost per sq.ft.:	\$	5.81			
Annual Debt service per sq. ft.:	\$	10.06			
Usable Square Feet (USF)	DDES	Assessor	DPH	Vacant	Total Building
Total Usable Sq.Ft. paid:	43,248	11,187	5,031	4,673	64,139
Total Office Usable Sq. Ft.:	43,248	11,187	5,031	4,673	64,139
Budgeted FTES:	122	83	12	0	217
Budgeted Office FTES	122	83	12	0	217
Private Offices:					
Occupied:	19	6	1		26
Vacant:	4				4
Vacant work stations:					
Vacant:	63	6	18	31	118
Repurposed:	11				11
Multi use work stations:					
Shared workstations:	1	6			7
Potential Vacant/ Underutilized space:	26,168	(433)	3,351	4,673	33,759
Target Sq. Ft. per FTE:	140	140	140	140	140
Est. Actual Sq. Ft. per FTE:	354	135	170	170	296
Cost per Sq. Ft. :	\$ 25.41	\$ 25.41	\$ 25.41	25.41	\$ 25.41
Cost per FTE:	\$ 9,006	\$ 3,424	\$ 4,319		\$ 7,509
Total cost:	\$ 1,098,762	\$ 284,218	\$ 127,818	\$ 118,723	\$ 1,629,520
Adjusted for Office Space:	\$ 1,098,762	\$ 284,218	\$ 127,818	\$ 118,723	\$ 1,629,520
Target:	\$ 433,936	\$ 295,219	\$ 42,682	\$ -	\$ 771,836
Lost Opportunity Costs:	\$ 664,826	\$ (11,001)	\$ 85,136	\$ 118,723	\$ 857,684
					53%
<b>Agency Budget Costs</b>					
Occupancy Cost in Agency Budget:	\$ 1,098,762	\$ 219,277	\$ 127,818	\$ 118,723	\$ 1,629,520
Occupancy Cost for Agency Office	\$ 1,098,762	\$ 219,277	\$ 127,818	\$ 118,723	\$ 1,629,520
Occupancy Cost Target:	\$ 433,936	\$ 227,764	\$ 42,682	\$ -	\$ 771,836
Potential Savings to Agencies:	\$ 664,826	\$ (8,487)	\$ 85,136	\$ 118,723	\$ 857,684
	61%	-4%	67%	100%	53%



# King County Real Property Asset Management Plan

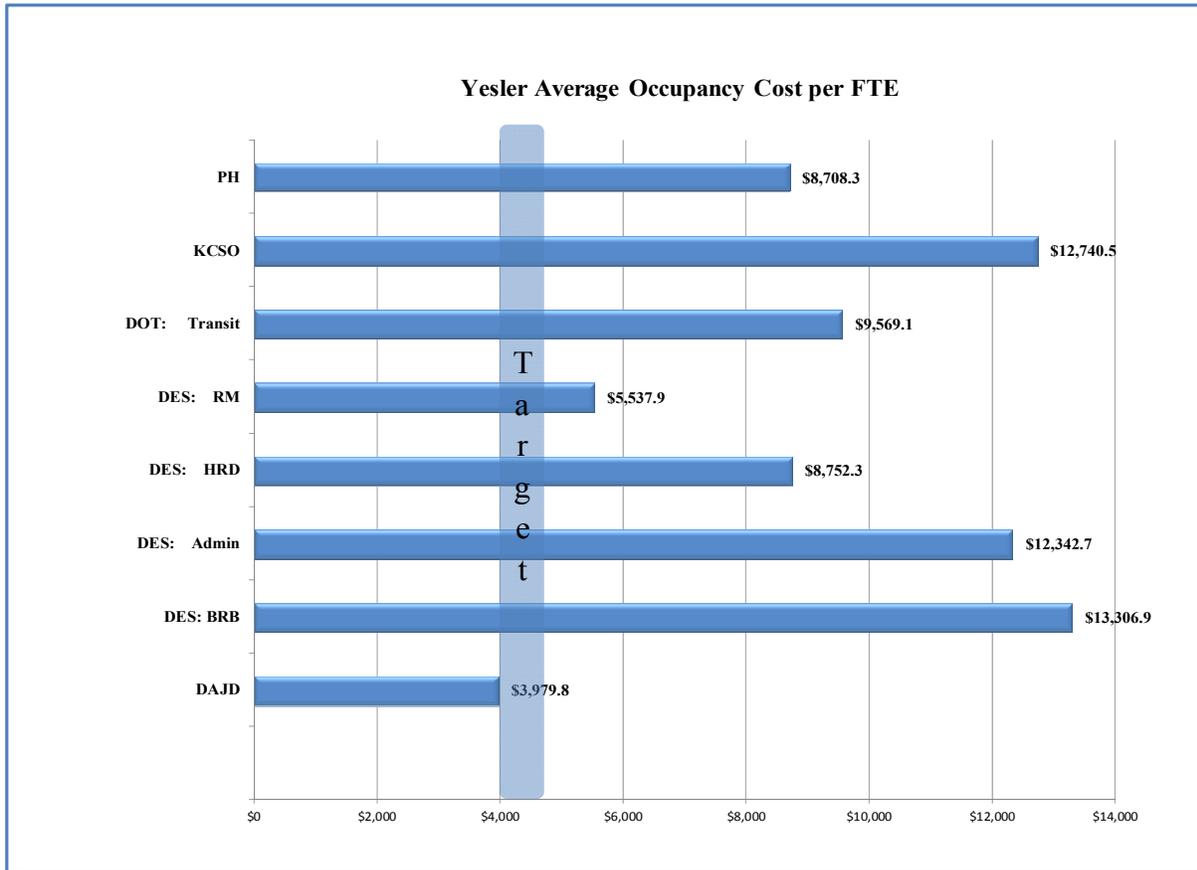
<b>2011 Work Space Use Review - Maleng Regional Justice Center</b>						
	<b>Usable</b>					
	<b>sq.ft. Rate</b>					
Annual O&M cost per sq.ft.:	\$ 15.67					
Annual MMRF cost per sq.ft.:	\$ 3.11					
Annual Debt service per sq. ft.:	\$ -					
Usable Square Feet (USF)	DJA	District Court	KCSO	PAO	Superior Court	Total
Total Usable Sq.Ft. paid:	15,856	5,422	35,816	14,604	90,923	162,621
Total Office Usable Sq. Ft.:	15,856	3,946	19,774	14,604	17,208	71,388
Budgeted FTEs:	53	12	96	63	85	309
Budgeted Office FTEs:	34	12	96	63	50	255
Private Offices:						
Occupied:	3	2		38	28	68
Vacant:	2	-		-	11	11
Vacant work stations:						
Vacant:	2	3		2	11	16
Repurposed:	8	1		2	-	3
Multi use work stations:						-
Shared workstations:						
Potential Vacant/ Underutilized space:	10,076	1,906	3,454	3,894	8,708	28,038
Target Sq. Ft. per FTE:	170	170	170	170	170	170
Est. Actual Sq. Ft. per FTE:	466	329	206	232	344	280
Cost per Sq. Ft.:	\$ 18.77	\$ 18.77	\$ 18.77	\$ 18.77	\$ 18.77	\$ 18.77
Cost per FTE:	\$ 8,754	\$ 6,173	\$ 3,867	\$ 4,352	\$ 6,461	\$ 5,255
Total cost:	\$297,647	\$ 101,781	\$ 672,334	\$ 274,145	\$ 1,706,796	\$ 2,755,056
Adjusted for Office Space:	\$297,647	\$ 74,074	\$ 371,195	\$ 274,145	\$ 323,027	\$ 1,340,087
Target:	\$108,501	\$ 38,295	\$ 306,357	\$ 201,047	\$ 159,561	\$ 705,260
Lost Opportunity Costs:	\$189,146	\$ 35,779	\$ 64,838	\$ 73,098	\$ 163,466	\$ 337,181
	25%					
<b>Agency Budget Costs</b>						
Occupancy Cost in Agency Budget:	\$387,217	\$ 61,819	\$ 309,784	\$ 228,789	\$ 458,293	\$ 1,058,685
Occupancy Cost Target:	\$141,153	\$ 31,959	\$ 255,673	\$ 167,785	\$ 226,377	\$ 681,793
Potential Savings to Agencies:	\$246,065	\$ 29,860	\$ 54,111	\$ 61,004	\$ 231,916	\$ 376,891
	64%	48%	17%	27%	51%	36%



# King County Real Property Asset Management Plan

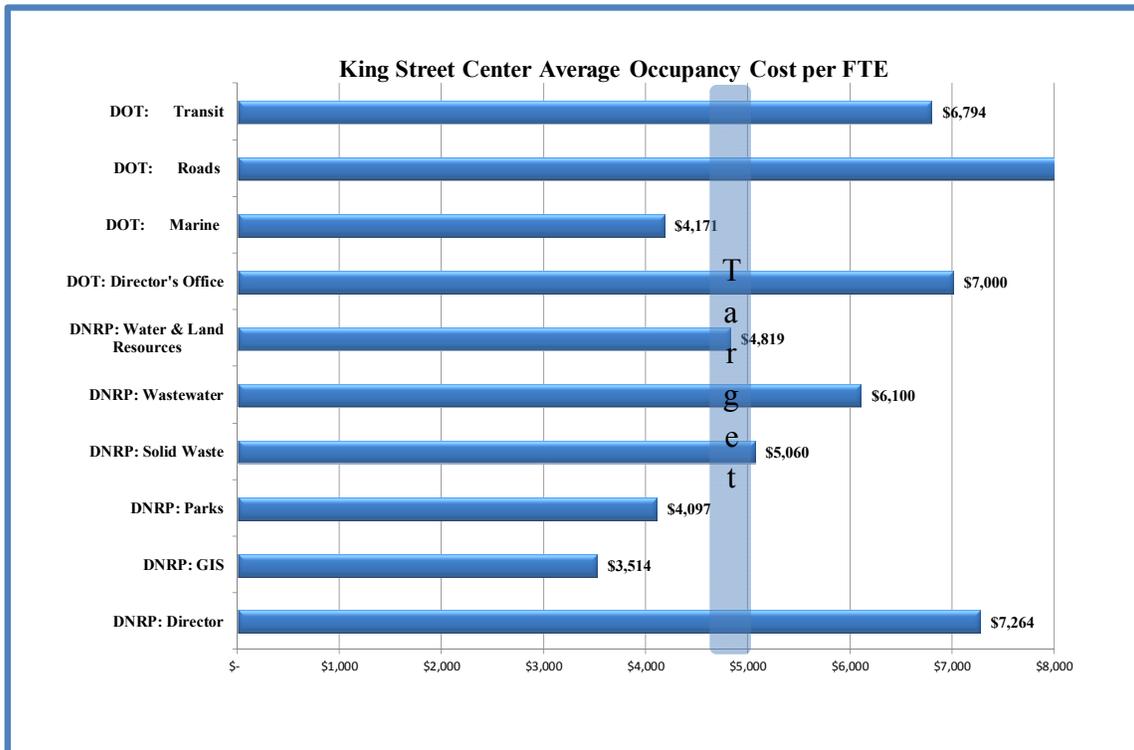
## 2011 Work Space Use Review - Yesler

Usable Square Feet (USF)		Usable sq. ft. Rate										
Annual O&M cost per sq.ft.:		\$ 11.94										
Annual MMRF cost per sq.ft.:		\$ 10.94										
Annual Debt service per sq. ft.:		\$ -										
	Vacant/pr viously Council	DAJD	DES: BRB	DES: Admin	DES: HRD	DES: RM	DOT: Transit	Vacant: previously EO: (Bred/audit or)	KCSO	PH	Vacant	Total
Total Usable Sq.Ft. paid:	1,333	14,165	1,163	5,933	5,737	5,324	20,908	4,104	2,227	12,558	1,018	74,470
Total Office Usable Sq. Ft.:	1,333	8,000	1,163	5,933	5,737	5,324	20,908	4,104	2,227	12,558	1,018	68,305
Budgeted FTEs:	-	46	2	11	15	22	50	-	4	33		183
Budgeted Office FTEs:	-	46	2	11	15	22	50	-	4	33		183
Private Offices:												
Occupied:		9	2		8	6	1		2			28
Vacant:		1	4		2	1			-			8
Vacant work stations:												
Vacant:		2			5	3	7		1			18
Repurposed:		-			-	-	4		-			4
Multi use work stations:		7	1		-	-	-		-			8
Shared workstations:												
Potential Vacant/ Underutilized space:	1,333	640	843	4,173	3,337	1,804	12,908	4,104	1,587	7,278	1,284	39,291
Target Sq. Ft. per FTE:		160	160	160	160	160	160	160	160	160		160
Est. Actual Sq. Ft. per FTE:		174	582	539	382	242	418	-	557	381		373
Cost per Sq. Ft. :	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88	\$ 22.88
Cost per FTE:	\$ -	\$ 3,980	\$13,307	\$ 12,343	\$ 8,752	\$ 5,538	\$ 9,569	\$ -	\$ 12,741	\$ 8,708		\$ 8,541
Total cost:	\$ 30,504	\$ 324,148	\$26,614	\$ 135,769	\$131,284	\$121,833	\$ 478,453	\$ 93,915	\$ 50,962	\$ 287,374	\$ 23,296	\$1,704,152
Adjusted for Office Space:	\$ 30,504	\$ 183,070	\$26,614	\$ 135,769	\$131,284	\$121,833	\$ 478,453	\$ 93,915	\$ 50,962	\$ 287,374	\$ 23,296	\$1,563,073
Target:		\$ 168,424	\$ 7,323	\$ 40,275	\$ 54,921	\$ 80,551	\$ 183,070	\$ -	\$ 14,646	\$ 120,826	\$ -	\$ 670,036
Lost Opportunity Costs:	\$ 30,504	\$ 14,646	\$19,291	\$ 95,494	\$ 76,363	\$ 41,282	\$ 295,383	\$ 93,915	\$ 36,316	\$ 166,548	\$ 23,296	\$ 893,038
												57%
<b>Agency Budget Costs</b>												
Occupancy Cost in Agency Budget:		\$ 95,513	\$13,885	\$ 70,835	\$ 68,495	\$ 63,564	\$ 478,453		\$ 50,962	\$ 287,374		\$1,129,081
Occupancy Cost for Agency Office:		\$ 95,513	\$13,885	\$ 70,835	\$ 68,495	\$ 63,564	\$ 478,453		\$ 26,588	\$ 287,374		\$1,104,707
Occupancy Cost Target:		\$ 87,872	\$ 3,821	\$ 21,013	\$ 28,654	\$ 42,026	\$ 183,070		\$ 7,641	\$ 120,826		\$ 494,922
Potential Savings to Agencies:		\$ 7,641	\$10,065	\$ 49,822	\$ 39,841	\$ 21,538	\$ 295,383		\$ 24,374	\$ 166,548		\$ 615,211
		8%	72%	70%	58%	34%	62%	0%	92%	58%	0%	56%



# King County Real Property Asset Management Plan

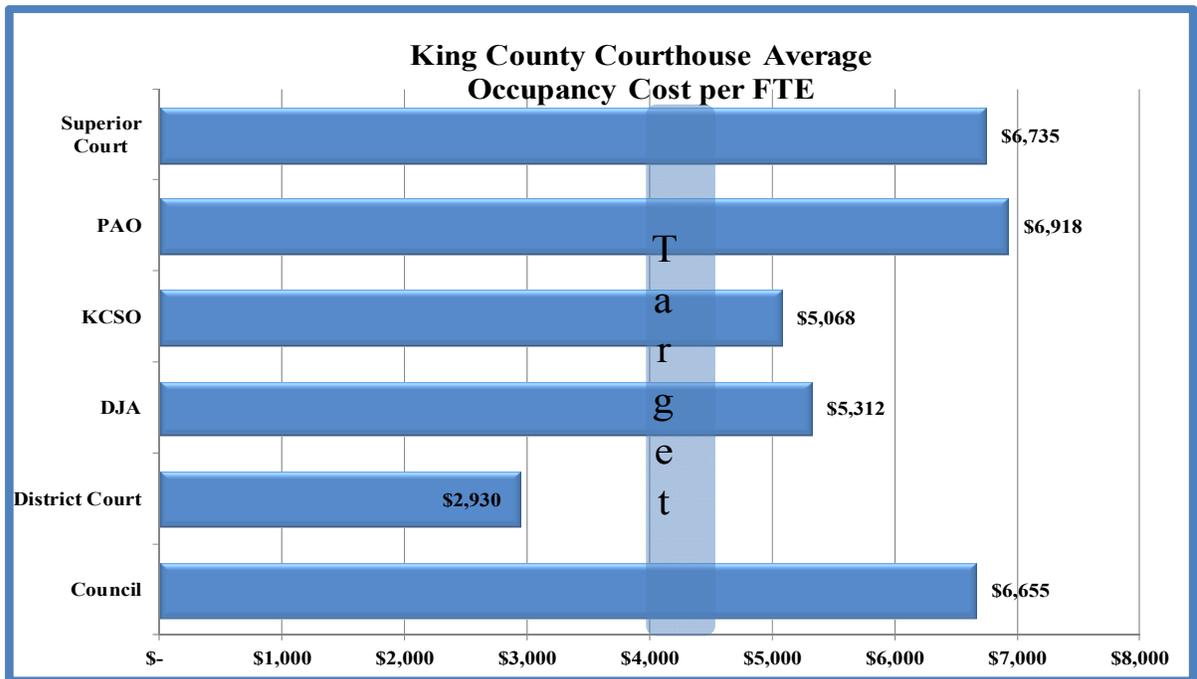
<b>2011 Work Space Use Review - Kingstreet Center</b>												
	Usable sq.ft. Rate											
Annual Long Term Lease Rate	\$ 34.40											
Annual MMRF cost per sq.ft.:	\$ 0.97											
Annual Debt service per sq. ft.:												
Usable Square Feet (USF)	DNRP: Director	DNRP: GIS	DNRP: Parks	DNRP: Solid Waste	DNRP: Wastewater	DNRP: Water & Land Resources	DOT: Director's Office	DOT: Marine	DOT: Roads	DOT: Transit	Vacant	Total
Total Usable Sq.Ft. paid:	5,956	2,782	3,591	14,592	39,319	33,785	17,614	825	52,482	54,931	584	226,460
Total Office Usable Sq. Ft.:	5,956	2,782	3,591	14,592	39,319	33,785	17,614	825	52,482	54,931	584	225,876
Budgeted FTEs:	29	28	31	102	228	248	89	7	213	286		1,261
Budgeted Office FTEs:	29	28	31	102	228	248	89	7	213	286		1,261
Private Offices:												
Occupied:							12	2	27			41
Vacant:							1	-	3			4
Vacant work stations:												
Vacant:							7	1	39			47
Repurposed:							4	1	20			25
Multi use work stations:												-
Shared workstations:							-	1	-			1
Potential Vacant/ Underutilized space:	1,896	(1,139)	(749)	312	7,399	(936)	5,154	(155)	22,662	14,891	584	49,336
Target Sq. Ft. per FTE:	140	140	140	140	140	140	140	140	140	140		140
Est. Actual Sq. Ft. per FTE:	205	99	116	143	172	136	198	118	246	192		179
Cost per Sq. Ft.:	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37	\$ 35.37
Cost per FTE:	\$ 7,264	\$ 3,514	\$ 4,097	\$ 5,060	\$ 6,100	\$ 4,819	\$ 7,000	\$ 4,171	\$ 8,715	\$ 6,794		\$ 6,336
Total cost:	\$ 210,659	\$ 98,385	\$ 127,014	\$ 516,138	\$ 1,390,757	\$ 1,194,992	\$ 623,022	\$ 29,195	\$ 1,856,339	\$ 1,942,973	\$ 20,664	\$ 7,989,473
Adjusted for Office Space:	\$ 210,659	\$ 98,385	\$ 127,014	\$ 516,138	\$ 1,390,757	\$ 1,194,992	\$ 623,022	\$ 29,195	\$ 1,856,339	\$ 1,942,973	\$ 20,664	\$ 7,989,473
Target:	\$ 143,606	\$ 138,654	\$ 153,510	\$ 505,098	\$ 1,129,043	\$ 1,228,082	\$ 440,723	\$ 34,664	\$ 1,054,764	\$ 1,416,256	\$ -	\$ 6,244,401
Lost Opportunity Costs:	\$ 67,053	\$ (40,270)	\$ (26,496)	\$ 11,039	\$ 261,714	\$ (33,090)	\$ 182,299	\$ (5,468)	\$ 801,575	\$ 526,717	\$ 20,664	\$ 1,745,072
												22%
<b>Agency Budget Costs</b>												
Occupancy Cost in Agency Budget:	\$ 204,882	\$ 95,686	\$ 123,531	\$ 501,983	\$ 1,352,617	\$ 1,162,221	\$ 605,936	\$ 28,395	\$ 1,805,431	\$ 1,889,690	\$ -	\$ 7,770,373
Occupancy Cost for Agency Office:	\$ 204,882	\$ 95,686	\$ 123,531	\$ 501,983	\$ 1,352,617	\$ 1,162,221	\$ 605,936	\$ 28,395	\$ 1,805,431	\$ 1,889,690	\$ -	\$ 7,770,373
Occupancy Cost Target:	\$ 143,606	\$ 138,654	\$ 153,510	\$ 505,098	\$ 1,129,043	\$ 1,228,082	\$ 440,723	\$ 34,664	\$ 1,054,764	\$ 1,416,256	\$ -	\$ 6,244,401
Potential Savings to Agencies:	\$ 61,276	\$ (42,968)	\$ (29,980)	\$ (3,115)	\$ 223,574	\$ (65,861)	\$ 165,213	\$ (6,269)	\$ 750,667	\$ 473,434	\$ -	\$ 1,525,972
	30%	-45%	-24%	-1%	17%	-6%	27%	-22%	42%	-86%		20%



# King County Real Property Asset Management Plan

<b>2011 Work Space Use Review - King County Courthouse</b>								
	<b>Usable sq.ft. Rate</b>							
Annual O&M cost per sq. ft.:	\$ 13.84							
Annual MMRF cost per sq. ft.:	\$ 8.16							
Annual Debt service per sq. ft.:	\$ -							
Usable Square Feet (USF)	Council	DAJD	District Court	DJA	KCSO	PAO	Superior Court	Total
Total Usable Sq.Ft. paid:	36,607	7,411	23,184	26,803	50,684	75,165	141,201	361,055
Total Office Usable Sq. Ft.:	36,607	7,411	12,388	26,803	50,684	75,165	28,473	237,531
Budgeted FTEs:	121	80	99	147	220	239	171	1,077
Budgeted Office FTEs:	121	38	93	111	220	239	93	915
Private Offices:								
Occupied:	58	22	9	11	40	167	54	361
Vacant:	6	4	1	-	4	15	10	40
Vacant work stations:								
Vacant:	-	2	4	9	15	26	1	57
Repurposed:		2	3	13	5	17	2	42
Multi use work stations:								-
Shared workstations:								
Potential Vacant/ Underutilized space:	9,987	571	(4,352)	6,823	11,084	22,585	11,733	58,431
Target Sq. Ft. per FTE:	220	180	180	180	180	220	180	200
Est. Actual Sq. Ft. per FTE:	303	195	133	241	230	314	306	260
Cost per Sq. Ft.:	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00	\$ 22.00
Cost per FTE:	\$ 6,655	\$ 4,290	\$ 2,930	\$ 5,312	\$ 5,068	\$ 6,918	\$ 6,735	\$ 5,710
Total cost:	\$805,265	\$ 163,024	\$ 509,992	\$ 589,601	\$ 1,114,925	\$ 1,653,448	\$ 3,106,079	\$ 7,942,334
Adjusted for Office Space:	\$805,265	\$ 163,024	\$ 272,506	\$ 589,601	\$ 1,114,925	\$ 1,653,448	\$ 626,337	\$ 5,225,106
Target:	\$585,575	\$ 150,463	\$ 368,239	\$ 439,512	\$ 871,104	\$ 1,156,632	\$ 368,239	\$ 4,031,619
Lost Opportunity Costs:	\$219,690	\$ 12,561	\$ (95,733)	\$ 150,089	\$ 243,821	\$ 496,815	\$ 258,098	\$ 1,193,487
								15%
<b>Agency Budget Costs</b>								
Occupancy Cost in Agency Budget:	\$506,578	\$ 102,555	\$ 320,827	\$ 370,907	\$ 701,379	\$ 1,040,154	\$ 1,953,978	\$ 4,996,379
Occupancy Cost for Agency Office Space Budget:	\$506,578	\$ 102,555	\$ 171,429	\$ 370,907	\$ 701,379	\$ 1,040,154	\$ 394,017	\$ 3,287,020
Occupancy Cost Target:	\$368,375	\$ 94,654	\$ 231,653	\$ 276,489	\$ 547,996	\$ 727,617	\$ 231,653	\$ 2,478,435
Potential Savings to Agencies:	\$138,203	\$ 7,902	\$ (60,224)	\$ 94,419	\$ 153,383	\$ 312,537	\$ 162,364	\$ 808,584
	27%	8%	-19%	25%	22%	30%	8%	16%

Total billable building square footage is 535,094 with 237,531 usable sq. ft. dedicated to office space.



# King County Real Property Asset Management Plan

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## *Workplace Trends: Changing Approaches to Workplace Design*

During the past twenty years, King County used various policies and standards to guide the development and reconfiguration of departmental/agency workspaces, both in general government office buildings and in dedicated specific service facilities in outlying areas. These standards have evolved and transformed over time, reflecting trends in workplace design and function.

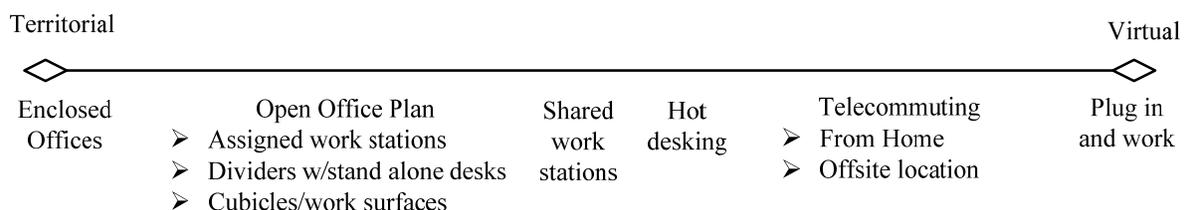
Over the last decade, private sector workplace design began to move away from the practice of allocating particular amounts of space based on individual titles and hierarchical seniority. Instead of programming work environments through tallying heads and allotting for job titles, the private sector moved toward a different vision of the workplace – one that envisions the workplace as an integral part in business performance. Now, more collaborative work environments support workers in the performance of their work, but with less individual ownership of space.

As changing technology increasingly allows some kinds of work to be accomplished anywhere, companies are demonstrating that worker productivity and project quality can increase in concert with increased flexibility to do the work at alternative locations and times. As part of these new models of work-life balance, the old simplistic idea of “the office” as the location of a series of individual desks is giving way to a new conceptual idea of “the office” as the collaboration center and mixing chamber, where workers come to share and interact in tackling problems. This new workspace paradigm reflects growing technological and organizational flexibility, emphasizing work as what you do, not where you go.

However, it is important not to confuse technological change with work process change. Although linked, it is work process, not technology, that is fundamental to the work performed and the workspaces that serves it. A customer service counter cannot be remotely staffed. Accepting payments online may have minimal impact if payment processing remains unchanged. Even as changing technology creates different consumer expectations as to services and products (e.g. online payments), it is the changes in the work processes themselves that allow for better utilization of technology to reach more innovative, collaborative, and flexible workspaces.

## The Evolving Workplace

Workplaces have changed significantly since construction of the first iron-framed skyscrapers at the turn of the last century. Typical office spaces have changed from a series of enclosed offices to open-floor buildings featuring furniture systems. The continuum below shows the progression from traditional, territorial workspaces to the new example of wireless work:



# King County Real Property Asset Management Plan

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Just as the nature of workplaces has evolved over time, business thinking about workplaces has grown as well. Rather than simply a place of business, many private sector organizations have incorporated workplace management into their business strategy. The workplace is now an integrated facet of the overall business plan, not just an afterthought cost.

## *Three Basic Aspects of Workplaces*

Each workplace has aspects that are critical to an organization's function and productivity. These characteristics can be categorized into three basic concepts: efficiency, effectiveness, and expression. A workplace's efficiency is "how much it costs" – not only in direct operations and maintenance, but also in its role in the larger organization's product processes. A workplace's effectiveness is how productive it is in that product process. And its expression is how the organization's image and values are conveyed by the workplace. Together, the three concepts provide a framework for evaluating the value of workplaces for the work they support.

## *The Open Plan Office*

Historically, workspaces were designed as constructed as offices. Partitions between areas consisted of framed hard walls. As building technology advanced (especially in HVAC systems), lower operations and maintenance costs were realized through building designs featuring open-plan offices. Building floor plates were left open, with minimal framed walls. Instead of individual offices, workers were placed in partitioned workstations built with modular furniture – the cubicle.

Open plan offices with cubicles allowed for major improvements in building efficiency, reducing costs for the same number of workers by, essentially, placing those workers in a smaller amount of space. Cubicles also provided greater flexibility in future redesign and reconfiguration, since the separations between workspaces were not hard walls. However, modular furnished areas are based on the same operational principle of the hard walled offices before them: one worker to one desk, with a hierarchy of cube sizes and locations based on job title. The territorial spaces just got smaller.

New changes, some in response to the perceived problems with cubicles, followed. Organizations began to place greater emphasis on their overall capacities for staff collaboration – meetings in conference rooms and the like. More effective workplaces were designed through focusing on adding collaborative space. Buildings are now typically designed to feature dedicated conference center spaces – for example the Chinook Building Conference Center. Underpinning the new focus on these "support" spaces was the evolving appreciation of the importance of communication and collaboration for knowledge workers.

## *The Next Step in Workplace Evolution: Virtualization*

The new workplace environment builds on previous efforts increasing efficiency and effectiveness by utilizing new technology allowing work anywhere. As the workplace becomes increasingly integrated with business planning and performance – especially in the private sector – workplaces are breaking away from the old, territorial, ownership of individual space. Instead, workplaces are being designed to support the work processes that occur there, but more flexibly.

# King County Real Property Asset Management Plan

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The rapidly changing pace of technology has created an environment of constant adaptation in products and product delivery. Private sector firms engage in collaborative teaming approaches to particular projects and services, reorganizing to meet changing needs and outcomes. The new paradigm of work teams with a diversity of skills requires greater operational flexibility; corporate personnel structures have become more project-focused and horizontal. As a result, there is a greater corresponding focus on designing workspaces to meet the needs of the particular work performed, not categorical space standards. Firms are now building flexibility into their workspaces, allowing for easy reconfiguration and expansion to fit needs as they emerge.

## *Technology, Innovation, and Work Processes*

Technology can act as the catalyst for increasing workplace flexibility in two major ways: first, increasingly virtual products (in the form of online services, reports, media, etc. ) mean that the work supporting those products can often be performed virtually, too. Second, wireless internet access now allows work to take place almost anywhere: content that used to require a dedicated desktop now can be written most anywhere.

Even as technology can change the nature of the work performed, the physical composition of workplaces is determined according to policy and design – driven, in turn, by the work process. Realizing technology’s flexibility typically requires rethinking work processes.

As private sector organizations developed strategies for utilizing technology for off-site work, they also measured their effectiveness on overall productivity and performance. Many found increased productivity through alternative work options – the additional time flexibility for workers increases work-life balance, leading to happier and more productive workers. In turn, creating greater worker flexibility makes possible the greater space flexibility that allows workplaces with smaller footprints utilizing non-territorial, reconfigurable areas. For this reason, good telecommuting and personnel policies are critical factors in linking work processes, e.g., business practices, with workplace design. Management practice directly integrates into workplace design.

In the United States, private firms have been active in this evolution as wireless technology has advanced. In Britain and other nations, government entities have been active in pursuing opportunities to leverage greater efficiency and effective workplaces, a “world beyond walls.” Governments in the United States are now catching up. The Federal General Services Administration has engaged in a series of efforts to create greater opportunities for telecommuting; recent actions such as Senate passage of the Telework Improvements Act continue this trend.

## *Innovation and Workplace Satisfaction*

Although alternative work options can increase worker happiness and productivity, and underlying work and personnel policies allow workers to be freed from their desks, innovative workspaces themselves can result in mixed reactions from employees. Attractive configurations, ergonomic furniture, improved collaboration and communication, and the freedom to choose

# King County Real Property Asset Management Plan

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where to work can be great positives for many workers. Alternatively, some employees complain about the perceived decrease in privacy, increased distraction, and reduced workspace personalization that can result.

Managers must carefully consider and balance the improved space utilization and performance in work process with the particular needs of its workers, ensuring that the improved workplace is also a net improvement to the people actually working there. Examining and programming the proper ratio between the number of employees and the number and type of workspaces is crucial. There must be sufficient managerial commitment to the new workspace, with balanced staff participation and clear decision-making processes. Employee satisfaction ultimately depends on a pleasant, personal, and functional work environment that provides the support needed to accomplish the work.

Along with employee satisfaction is another consideration: cost. Flexible workplaces can positively affect facility costs. Although implementation can be costly, especially regarding temporary siting, technology infrastructure, and reconfigurable furnishings, these costs should be offset by higher workspace utilization, smaller worker footprint, lower energy and maintenance costs, and reduced internal moving costs resulting from the project. These lower operating costs are sometimes measurable in square foot terms, but are often better measured in the costs per FTE – the space itself may be more expensive, but the total cost for the workforce is lower.

## *Workplace Design: Where it All Comes Together*

The final result of these work trends lies in the design of the workplace itself: what does the new workplace look and feel like? How are these new values expressed? Workspaces are increasingly designed both for flexibility and for the specific business processes they support. These two seemingly contradictory needs are met through large use of collaborative and communal spaces, increased reliance on “hotelling” or “hot-desking” or “touchdown” areas (i.e., workstations that are not assigned to a particular worker, but are available on a scheduled or drop-in basis), and a reduction in requirements for hard-copy paper.

The new model of innovative workspaces includes a number of specific terms that describe particular work process environments and needs. The growing lexicon of alternative workplace terminology makes accurate definitions important. Departments and agencies should learn and use these terms in creatively thinking about what particular types of workspaces they require in future reconfiguration projects:

- Teaming requires flexible space that supports interactive, collaborative work processes. Teaming environments tend to have fewer and smaller dedicated work spaces, with shared spaces for collaborative functions or activities. These environments encourage the exchange of ideas and communication.
- Team Setting is a space designated as a group teamwork environment, usually for a particular project and specified period of time. Sometimes called “group addressing.”

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- Free Address means multiple offices or workspaces shared by individuals on a first come, first served basis. Workstations are not assigned to individuals, but are free to use as available. Potential department or agency candidates for free addressing approaches spend a significant amount of time away from the office.
- Virtual Office is a briefcase approach to the concept of the office. Employees have freedom to work (e.g., “office”) anywhere through the use of portable (typically wireless) technology.
- Shared Space is when two or more employees share a single assigned workspace and work tools (e.g., desktop, workstation ) on different schedules or shifts.
- Teleworking or Telecommuting is a combination of assigned off-site workspaces with workspace at the main office or facility. Off-site locations can include working from home, or remotely located telecenters (below).
- Telecenters are typically geographically convenient workspaces located near where people live, with on-site management and related support (e.g., IT services, printers). Telecenters can be an economical way to provide sophisticated office technology and administrative support not available at home, but without requiring a long trip to the main office. These facilities can be shared with other organizational departments or government agencies.
- Satellite Offices are remote facilities that are technologically linked to the main office, and generally located near customers. Employees are directly assigned to work at the satellite office (e.g., on a full-time basis). Satellite offices may be in less expensive sites than the main office, thereby reducing overall costs.

## *Innovative Furnishings*

Another fundamental aspect of alternative workplaces is the increased flexibility provided by the furnishings and furniture systems. Furnishings are selected for their functionality for current needs, but also for their future flexibility and re-adaptation as those needs change. Support equipment is selected to allow instantaneous reconfiguration. For example, workers are assigned rolling cabinets for files rather than permanent file cabinets. Partitions are flexible, lightweight, and moveable. Workstations are easily portable – either through laptop docking stations, or casters and multiple locations for data and/or wireless connections. Providing for universal workstation types and few standards allows greater flexibility – with fewer barriers to changes, less disruption when workplace changes do occur and reduced reconfiguration costs in both money and time.

The critical component to achieving this flexibility is often referred to as “agility”, essentially ensuring that the furnishings and designs work to meet current needs, but also minimize their nature as a barrier to future changes. The workspace becomes an increasingly dynamic feature, helping to establish the character of the work environment to fit its changing needs as fast as the needs change. A central part of this agility is in handling the changing needs of the larger

## King County Real Property Asset Management Plan

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organization as well, as individual units and departments expand and contract to meet their shifting demands. And space utilization increases over time, as additional FTEs are integrated into the workspace through greater technology and workspace efficiency and effectiveness – not simply more floor space.

Finally, quality long-term planning recognizes this overall trend toward increased agility is inevitable, as technology and virtualization innovations continue. New investments must consider that technologies may be vastly different in fairly short periods of time, and build longevity into the project. Simple items, such as reconfigurable raceways for building systems, will provide additional flexibility to incorporate new technologies in future decades. Real estate management approaches must consider the long-term viability of the building itself, but also of the location and the operational model, in addressing the agility of the workspace to meet future demands.

### *Conclusion*

King County's current real estate management practices and policies reflect workplace trends that are quickly transforming in a new era of radical budget constraints and technology increases. New policies must consider not only the present needs of departments and agencies as they envision their operations today, but the potential changes that will come as a result of the constant pressure to reduce costs, innovate service delivery, and utilize emerging technology.

Bringing together and better defining the relationships between seemingly disparate functions: furniture procurement, IT infrastructure, HR policy, and the like will help the County to continually identify and take advantage of ongoing opportunities to save costs through better, cheaper, workplaces that allow county employees to deliver their products as productively as possible. The best part is that it makes for a more exciting, gratifying place to work, too. The new workspace paradigm reflects the growing technological and organizational flexibility, emphasizing work as what you do, not where you go.

# King County Real Property Asset Management Plan

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## Section 7: Future Needs and Recommended Strategies

### *Recommended Strategies*

FMD has identified in the Plan real property asset management challenges to be addressed in the next five years, along with the vision and mission for the Plan itself and the goals and objectives for each of the Plan's components. The Plan contains existing office space utilization and takes a first look at long term capital improvement needs. It also presents a consolidation strategy for the short-term to address existing underutilized work space.

Ten strategies have been identified to position the County to leverage its real property assets to benefit the County's financial picture. These ten strategies align King County's real property assets to the County's Strategic Plan and business strategies and to reduce the County's facility costs.

These strategies need additional development with potential costs and benefits identified. Should any new appropriation be needed to complete a strategy, it is assumed that the request and review will be made during the 2012 budget process, thus providing for countywide prioritization. The strategies are listed below with a briefing explanation following.

Strategy #1: Recommend a long-term asset strategy for King County's Blackriver and Yesler Buildings, Precincts #2 and #3, and Public Health clinics by the end of 2011..

Strategy #2: Commit FMD and custodial agencies to collaboratively manage the County's dynamic real estate asset portfolio.

Strategy #3: Aggressively pursue environmental sustainability, focusing on energy savings in county facilities and environmental compliance thereby saving the County money.

Strategy #4: Proactively manage county workspace through comprehensive knowledge of the County's utilization of proposed and existing leased and owned space to reduce underutilized space and tenant costs.

Strategy #5: Recommend to the Executive a set aside of capital improvement funds to enable ongoing cost effective reconsolidation of work space.

Strategy #6: Improve integration of FMD's real property asset management activities through a product-focused review.

Strategy #7: Implement an innovative workspace pilot project to learn, demonstrate, and assess the value of new workspace configurations in county workspaces

# King County Real Property Asset Management Plan

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Strategy #8: Partner FMD staff with county departments to better integrate facility needs with department business plans; work to right-size department workspace and to create an environment where new work trends, insights, experiences and needs can be shared.

Strategy #9 Form an IT/HR/FMD alliance to develop an integrated approach to workspace design to better serve county departments and employees

Strategy #10: Form an IT/FMD/RALS alliance to promote archives and records management initiatives reducing department document storage to improve space utilization.

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***Strategy #1: Recommend a long-term asset strategy for King County's Blackriver and Yesler Buildings, Precincts #2 and #3, and Public Health clinics by the end of 2011.***

**Problem:** Service delivery changes and downsizing are driving departmental reorganizations and reductions in King County's workforce – leading to sizeable vacancies in portions of the County's real property portfolio. In turn, these changes present opportunities to sell or lease unneeded facilities following office consolidations and relocations. Four current initiatives include potential surplus and/or unneeded facilities:

- 1) KCSO's East Precinct consolidation (vacating Precincts #2 and #3);
- 2) The consolidation of District Court into the MRJC and sale of the Aukeen Courthouse to the City of Kent.
- 3) Department and agency moves to vacate the Blackriver and Yesler Buildings for sale;
- 4) Potential Public Health budget cuts impacting Public Health clinics; and,

The first of two the four strategies are planned to move forward with recommendations to the Council before the end of June. While there are ongoing efforts to locate Blackriver and Yesler Building tenants elsewhere, currently there is insufficient information to make a recommendation regarding the buildings long-term disposition. Information regarding potential state cuts to the Public Health budget is anticipated soon. Until receipt, it is unwise to develop facility recommendations, except for those related to currently underutilized space.

**Implementation Plan:** A long-term asset strategy for the Blackriver and Yesler Buildings, Precincts #2 and #3, and Public Health clinics will be developed which addresses approaches to the sale and/or lease of the building, timing, marketing, and ongoing costs, while also considering alternative benefits (e.g. operational flexibility and future needs) from retaining the facility. The strategy will be developed by FMD and PSB staff along with staff from the affected department or agency tenants.

**Measure:** Completion of a long-term asset management strategy addressing the Blackriver and Yesler Buildings, Precincts #2 and #3, and vacant Public Health clinics, by the end of 2011.

**Timeline:** 2011 – 2013 depending on market conditions should the recommendation be to sell one or more of the buildings.

# King County Real Property Asset Management Plan

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*Strategy #2: Commit FMD and custodial agencies to collaboratively manage the County's dynamic real estate asset portfolio.*

**Problem:** The County's real property asset portfolio is large and managed by multiple agencies. Each custodial agency has unique property needs. All are committed to maximizing the County's real property assets. Aligning real property assets to the County's needs is a continuous process where horizontal coordination among departments and agencies is required. Such planning and coordination is now performed but in a less formal way.

**Implementation Plan:** An expert real property asset management staff group will be convened consisting of FMD real estate staff and custodial agency staff. The group's charter will include recommending the policies and practices needed to ensure that the County's real property asset portfolio remains dynamic. This expert group will develop criteria and tools to determine whether or not a property is underutilized. Members will inform the group as to upcoming asset acquisition and surplus needs thereby enabling the leveraging of real property assets countywide. One product of the expert group is a regularly maintained countywide surplus real property plan. More detailed related FMD strategies are described in Section 4.

**Measure:** A regularly maintained surplus plan with expected timelines and roles and responsibilities.

**Timeline:** Convene the expert work group in 2011; develop surplus real property plan in 2011.

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*Strategy #3: Aggressively pursue environmental sustainability, focusing on energy savings in county facilities and environmental compliance thereby saving the county money.*

**Problem:** Targets for energy savings are included in the King County Energy Plan. Recent efforts to transition facilities from steam to gas-powered heating and cooling have resulted in major cost savings. Additional cost savings and increased sustainability largely lie in ongoing monitoring of our existing buildings to determine potential savings and in taking a multitude of small steps to reduce our environmental footprint, e.g. turning off lights and computers, avoiding wasted materials and energy, etc. Overlaid on these challenges are additional regulatory compliance needs, such as NPDES monitoring requirements for stormwater runoff from King County properties.

**Implementation Plan:** In order to achieve the performance measure of 10% energy savings by year-end 2012 for FMD operated buildings, as detailed in Section 4, FMD will maintain accurate records for energy use for all FMD operated buildings to set baselines; benchmark energy use, and measure progress. FMD will rank the relative efficiency of FMD operated buildings using the Standard Energy User Index which gauges the square foot energy consumption in each building adjusted for outside temperatures. The higher the score, the less efficient the buildings are and the more proactive actions must be. All buildings with less than 70,000 gross square

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feet, FMD will initiate an in-house field review of building operations and mechanical system performance and identify steps to improve each building's efficiency by year-end 2012. Additional FMD strategies are detailed in Section 4.

To ensure compliance with NPDES Phase I Municipal Permit and the Department of Natural Resources and Parks (DNRP) 2010 Stormwater Management Program and Stormwater Design Manual, through consultant reviews and inspections by DNRP, FMD will determine what infrastructure improvements and preventative maintenance activities are necessary at FMD/Building Services operated buildings/sites. Consistent with the determinations, FMD will construct any necessary surface water infrastructure improvements and report any capital projects greater than \$25,000. More detailed strategies are reported in Section 4.

**Measure:** Prepare FMD energy report each year - institutionalize regular reviews of energy usage, energy sources, and energy audits and use these to evaluate progress in meeting goals and to inform adjustments in operations.

**Timeline:** 2011.

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*Strategy #4: Proactively manage County workspace through comprehensive knowledge of the County's utilization of proposed and existing leased and owned space to reduce underutilized space and tenant costs.*

**Problem:** FMD currently does not have the ability to manage county-owned/leased office space data in a central data system. Using out of date floor plans and multiple spreadsheets or physically touring the space, limits the scope of the analysis and hinders the decision process. County departments and agencies are continually moving, rearranging and reconfiguring office space; however building floor plans and office space metrics are not routinely maintained. Readily available updated office space utilization information allows for space allocation decisions for short- and long-term space planning focusing on the tenant request and the county-wide benefits. A centralized location to collect and maintain the data is a practical solution.

**Implementation Plan:** FMD will complete an internal work process review determining how work space information is currently collected, maintained and changed. The review will recommend a streamlined process with the critical data elements and roles and responsibilities identified. FMD will also work with county tenants to determine the types of work space data they need to manage their work processes. Based on the identified value to FMD and to the county tenants, an "off the shelf" work space system will be purchased to enable the needed data to be maintained and readily available. This centralized hub of information accessible to all tenants will allow the ability to share information, work to eliminate operational silos and encourage sharing of support space. With this effort, FMD and other departments will have readily accessible space utilization information for county-owned, managed, maintained and leased office space thus enabling informed decisions maximizing office space utilization effectively and efficiently.

## King County Real Property Asset Management Plan

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**Measure:** The time to respond to tenant request for space changes would be reduced; the quality of the space allocation decisions should be increased.

**Timeline:** To complete the work process review; to obtain the appropriation; to purchase the software/module purchase, and to implement the new work processes in 2011-2012. This proposed timeline takes advantage of the updated office space information collect during the 2011 Space Use Survey.

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**Strategy #5:** *Recommend to the Executive a set aside of capital improvement funds to enable ongoing cost effective reconsolidation of work space.*

**Problem:** Changes to space policies included in this plan reward departments and agencies for consolidating their workspace into smaller areas, so long as the resulting vacancy can reasonably be used by another county group. As a result, many departments are seeking to consolidate and reconfigure their space in order to achieve efficiency savings for their 2012 proposed budgets. However, the current capital improvement program does not provide for investments in tenant improvements to take advantage of the recently identified opportunities. As a result departments and agencies lack the “working capital” to invest in office reconfigurations that project to pay for themselves in short timeframes (e.g. a few years).

**Implementation:** A proposal for a space consolidation capital project is being developed, including the estimated annual funding amount needed and procedures for developing, analyzing, reporting on proposed and completed consolidation projects. The proposal will include measures for evaluation of future space performance.

**Measure:** The estimated return on investment for proposed space consolidation efforts to include initial capital investment, increased utilization of county space and projected reductions in tenant costs.

**Timeline:** Develop proposal for mid 2011 Council approval.

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**Strategy #6:** *Improve integration of FMD’s real property asset management activities through a product-focused review.*

**Problem:** Management of the county’s real property assets in an environment of fiscal constraints creates multiple demands on existing FMD resources: to respond to often conflicting requests; to adapt to changing priorities; and to embrace new technologies and best practices. In this rapidly changing environment, FMD managers, supervisors and staff must be knowledgeable as to how their business lines and their product lines interrelate and depend on each other. In responding to tenant requests, the focus can sometimes shift from the real property asset management system need to the immediate need. Individual products and product lines may be improved when their relationship to the larger real property asset management system is actively examined and understood throughout the division.

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# King County Real Property Asset Management Plan

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**Implementation Plan:** FMD will work to define its business lines as an integrated system, joining and leveraging component products to streamline processes and avoid waste. To do so, FMD will focus on how its business lines, its individual products and product lines interrelate and how its work processes support each other. The final implementation plan will be developed from discussions within the division. The plan will likely include the following:

- Discussion groups consisting of representatives from various business lines will be convened to brainstorm priority areas/ needs for improved integration,
- A series of workshops to map current product processes, identifying linkages, challenges and barriers to higher-performing products and process, and,
- Performance measure metrics for the real property asset management system and the related product lines.
- Visual cues to help individuals to better understand the overall Real Property Asset Management system and how their particular business lines and processes contribute to success.

**Measure:** Staff process mapping workshops and discussions; Completion of FMD system map; FMD process map permeation among personnel.

**Timeline:** Discussion workshops and system map development through 2011; initial completion in 2012.

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*Strategy #7: Implement an innovative workspace pilot project to learn, demonstrate, and assess the value of new workspace configurations in county workspaces.*

**Problem:** FMD currently has inefficient and old-fashioned designed workspace in the Administration Building, created many years prior to new developments in modular furniture and flexible workspace innovations. While recent improvements have been made on the eighth floor, there remains underutilization of work space. The existing workspace configurations are very like the configurations found throughout the Administration Building and in some parts of the King County Courthouse.

**Implementation Plan:** An Innovative Workspace Pilot project in FMD's Director's Office will allow FMD designers and project managers to develop and test methods for inventive space programming to meet functional needs. FMD can provide an example for elimination of enclosed offices and use of flexible workspace. A report will compare estimates with outcomes, pinpoint areas of success and needing improvement, and identify insights for future innovative workspace projects. By leading by example, FMD can illustrate to other King County departments and agencies that the out-moded, territorial view of office space can successfully be replaced with fewer enclosed offices and more collaborative workspaces, reducing overall space needs and associated costs.

Innovative workspaces are designed for flexibility and agility, facilitating future reconfiguration while increasing space efficiency and effectiveness. Workspaces become more dynamic, better

## King County Real Property Asset Management Plan

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able to support a range of uses, rather than compartmentalized into permanent, dedicated areas. The pilot project will feature the major components of innovative workspace design and programming:

- Review the functional needs for FMD's Administration Building staff located on the 8<sup>th</sup> floor;
- Establish an effective office concept - should it focus on facilitating individual work or group processes;
- Utilization of varied workspace configurations that maximize flexibility and reconfiguration, and,
- Development of a cost estimate and financing model that balances project costs with increased efficiency and investment return.

The pilot project will be linked with the Real Property Asset Management system integration strategy. Mapped work processes improving product delivery may be reinforced and enabled by the innovative workspace configurations.

**Measures:** Project implementation cost, short- and long-term changes in operational and facility costs per square foot, and changes in staff productivity metrics compared to previous workspace configurations.

**Timeline:** The project would be developed and implemented in early 2012.

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*Strategy #8: Partner FMD staff with county departments to better integrate facility needs with department business plans; work to right-size department workspace and to create an environment where new work trends, insights, experiences and needs can be shared.*

**Problem:** Departments need to understand building costs and performance on both an individual building basis and for all buildings they occupy. To understand performance, departments need to know how much their space costs, how efficiently the space is occupied, and the per-person cost of the space occupied. By partnering with FMD, departments can better understand opportunities to improve their space efficiency. FMD will also be able to better informed of potential changes in the workspace needs and to help facilitate relocation and co-location efforts. FMD staff must work more closely with departments to help them link their department business strategies with facility needs.

**Implementation Plan:** FMD will take the lead to establish a relationship with each department focusing on workspace utilization and needs, utilizing space utilization data to help inform departments regarding their use of space. FMD will take a proactive approach offering guidance and practical help in improving the efficiency and effectiveness of the county's work spaces. Quarterly workshops will be held to enable departments to share their needs, to identify opportunities for leveraging existing space, and to hear about office and IT trends affecting the workspace. Workspace utilization reports by department and building will be issued annually to all departments.

# King County Real Property Asset Management Plan

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**Measure:** How knowledgeable departments are about their workspace metrics, e.g. their space utilization and costs in their departmental workspaces.

**Timeline:** First quarterly workshop scheduled by end of 2011.

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## ***Strategy #9 Form an IT/HR/FMD alliance to develop an integrated approach to workspace design to better serve county departments and employees.***

**Problem:** Departments are changing their work processes and service delivery approaches to implement efficiency gains and to meet their customer needs. Today's information technology has delinked the work station from the computer to allow work to be performed almost anywhere. There is an increased use of work teams particularly across departmental lines. Human resource policies are changing to address these new ways of performing work. Federal and State regulations can define office space requirements as well. Work space redesign cannot wisely be done without appropriate consideration of technology and human resources impacts.

**Implementation Plan:** The IT/HR Integrated Workspace strategy consists of two elements. First, senior managers from FMD, HRD, and OIRM will meet quarterly to discuss emerging trends, projects, and products, and to guide the coordination across all three disciplines. From these meetings a consensus will be developed for how the county's workspace will be redesigned. Second, for particular projects, a designated representative from each discipline should be included in the project design team. This often happens on an ad-hoc basis (especially between ORIM and FMD on building-related projects), but not in developing operational alternatives that could potentially include items such as telework, etc. The multi-disciplined team will then be in a better position to provide a coordinated message to county tenants. Project groups will present findings, successes, and failures to the senior management group for further review.

**Measure:** Inclusion of IT/HR/FMD staff in reconfiguration project teams; Established quarterly meetings.

**Timeline:** Quarterly senior management meetings scheduled beginning in 2011.

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## **Strategy #10: Form an IT/FMD/RALS alliance to promote archives and records management initiatives reducing department document storage to improve space utilization.**

**Problem:** Per the Revised Code of Washington, the Archives and Records Management Division assists county agencies in meeting their obligations to the citizens of King County through responsible public records management. Many County departments and agencies have worked to turn paper records into electronic records, reducing their office and storage space

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## King County Real Property Asset Management Plan

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needs. However, the 2011 Space Survey found widespread use of office space for paper document storage.

**Implementation Plan:** IT/FMD/RALS will form an alliance to promote archives and records management initiatives that can reduce document storage in the work place and improve space utilization. Based on the results of the 2011 Space Survey, staff from all three divisions will work with agencies with prevalent work place document storage. IT/FMD/RALS staff will provide cost information for making documents electronic as well as building occupancy costs. With this information, departments will be able to complete a cost analysis and identify the benefits of moving records to the Archives and Records Management Center or of making the documents electronic. Where cost effective, budget proposals will be developed.

**Measure:** Reduction in office space square foot used for document storage.

**Timeline:** 2011 - 2012

# King County Real Property Asset Management Plan

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## Glossary of Acronyms

<b>ADA</b>	American Disabilities Act
<b>BOOC</b>	Building Occupancy Overhead Charge
<b>BSS</b>	Building Services Section
<b>BTP</b>	Building Technology Program
<b>BZPP</b>	Buffer Zone Protection Plan
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CBI</b>	Commercial Building Initiative
<b>CCD</b>	Community Corrections Division
<b>CEMP</b>	Comprehensive Emergency Management Plan
<b>CID</b>	Criminal Investigation Division
<b>CLE</b>	Continuing Legal Education
<b>CM</b>	Corrective Maintenance
<b>CSC</b>	Community Service Center
<b>CWA</b>	Clear Water Act
<b>DES</b>	Department of Executive Services
<b>DNRP</b>	Department of Natural Resources and Parks
<b>DOE</b>	Department of Energy
<b>DOT</b>	Department of Transportation
<b>EDC</b>	Emergency Dispatch Center
<b>EM</b>	Emergency Maintenance
<b>EPACT</b>	Energy Policy Act
<b>EPCA</b>	Energy Policy and Conservation Act
<b>ERMS</b>	Electronic Records Management System
<b>FLSA</b>	Fair Labor Standards Act
<b>FMD</b>	Facilities Management Division
<b>FMLA</b>	Family Medical Leave Act
<b>FMP</b>	Facility Master Plan
<b>FTE</b>	Full Time Employee
<b>GFOA</b>	Government Financial Officer Association
<b>HVAC</b>	Heating, Ventilation, Air Conditioning
<b>ISF</b>	Internal Service Fund
<b>JCR</b>	Judicial Conference Room
<b>KCCF</b>	King County Correctional Facility
<b>KCCH</b>	King County Courthouse
<b>KCCP</b>	King County Comprehensive Plan
<b>LCC</b>	Life Cycle Cost
<b>MIC</b>	Mental Illness Court
<b>MMRF</b>	Major Maintenance Reserve Fund
<b>NDMSC</b>	North District Multi Service Center
<b>NFPA</b>	National Fire Protection Act
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>O&amp;M</b>	Operations and Maintenance

## King County Real Property Asset Management Plan

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<b>OEM</b>	Office of Emergency Management
<b>OSHA</b>	Occupational Safety and Health Association
<b>PAO</b>	Prosecuting Attorney's Office
<b>PSB</b>	Performance, and Strategy and Budget
<b>PSF</b>	Per square foot
<b>QR</b>	Quick Response
<b>REET</b>	Real Estate Excise Tax
<b>REPMS</b>	Real Estate Property Management System
<b>RES</b>	Real Estate Services
<b>RSF</b>	Rentable Square Feet
<b>SLA</b>	Service Level Agreement
<b>SWDM</b>	Storm Water Design Manual
<b>SWMP</b>	Storm Water Management Program
<b>SWPPS</b>	Storm Water Pollution Prevention Plans
<b>TMP</b>	Transportation Management Plan
<b>TS</b>	Tenant Support
<b>USF</b>	Usable Square Feet
<b>UTRC</b>	Utilities Technical Review Committee
<b>WER</b>	Work Education Release Program
<b>YSC</b>	Youth Service Center

## **Volume II: Short Term Space Planning and Moves Responding to the Economic Realities of King County**

## **Volume III: Appendices**

- Appendix A King County 2010-2014 Strategic Plan Challenges
- Appendix B Legal Framework: Real Property Portfolio Management
- Appendix C Legal Framework: Operations and Maintenance
- Appendix D Legal Framework: Environmental Sustainability
- Appendix E Legal Framework: Disaster Preparedness and Facility Security
- Appendix F Legal Framework: Integrated Workplace Legislative Authorities and Requirements (includes Space Plans/Planning)
- Appendix G 2006 Building Conditions
- Appendix H 2011 Space Survey Color Floor Plans of seven core buildings: Administration Building, Blackriver Building, Chinook Building, King County Courthouse, Kingstreet Center, Maleng Regional Justice Center, and the Yesler Building
- Appendix I 2011 Space Survey – Building/Department FTE Review
- Appendix J King County Space Standards





**Department of Executive Services**

**2011**

**King County**

**Real Property Asset Management Plan**

**Volume II of III**

**SHORT TERM SPACE PLANNING AND  
MOVES**

**RESPONDING TO THE ECONOMIC REALITIES  
OF KING COUNTY**

**Prepared by:**

**Facilities Management Division**

**Kathy Brown, Division Director**

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# **Short Term Space Planning and Moves**

## **Responding to the Economic Realities of King County**

### **Introduction**

The Facilities Management Division (FMD), of the Department of Executive Services (DES) is spearheading, with strong support from the County Executive and the Office of Performance, Strategy and Budget (PSB), an effort to help County agencies manage the cost of space more effectively.

Over the past 30 years the County experienced steady growth in both workforce and occupancies. The primary thrust of efforts to save money during that period of growth was to focus on conversion of leased space to owned space. Thus, the County acquired the Blackriver 900 Building in South County and the Yesler Building in downtown Seattle. The County also developed both the King Street Center and the Chinook Building as major cost saving initiatives to move County agencies from outside leased space to County owned and controlled space. During this period of time, the County also developed the Maleng Regional Justice Center and several smaller suburban buildings to support both health and public safety services.

Over the past 10 to 15 years, annexations, incorporations and the demographics of population growth have changed many of the dynamics of County service delivery. County agencies such as the District Court now rely on city contracts to maintain levels of service. As service populations shifted, particularly for unincorporated services, the suburban locations of several County buildings have become a barrier to service delivery since the citizen's being served are in the remaining unincorporated areas at some distance from the facilities. Now that we are suffering from this serious economic downturn, the cost and program effectiveness of these sites are even more of an issue. As County agencies consider ways to cut facility costs and as agencies relocate to make way for the surplus sale of buildings, there are opportunities for agencies to save costs through reconfiguration and business process change. For those agencies that are not downsizing but are required to relocate to surplus buildings or make way for newly emerging needs, there are collateral opportunities to create savings through reconfiguring space at their new locations.

County agencies are also ready to depart from historical patterns of applying space standards based on hierarchy rather than functionality and they are more readily amenable to departures from the classic 9 to 5 mentality that has driven space decisions for quite some time. The current thinking is that there is less and less functional need for a multitude of space standards. Individual workspaces have been

getting smaller and smaller over the past two decades, an evolution that is tied directly to escalating facilities costs and integration of technology. The thrust now is to consider more collaborative spaces and less personal space if this change supports the business processes of individual agencies. There is also strong motivation to make spaces as flexible as possible and more easily reconfigured and reused thereby saving even more money. Finally, agencies are ready to consider the use of “hot desks” or other types of shared space to reduce the occupancy footprint for agencies.

The continued downsizing of the County workforce and changed patterns of space use has resulted in numerous small pockets of vacant space which do not result in decreased operations and maintenance costs and do not reduce the wear and tear on buildings. There is little opportunity to achieve material cost savings when vacant space is limited to vacant cubicles or small groupings of vacant cubes. The only opportunity an individual vacant cube presents is an opportunity for someone to repurpose that cube to costly non-active use. The key strategy to achieving true cost savings is to consolidate vacant space through moves so that it that the residual vacant space can be effectively used by others or be of sufficient size to actually enable a divestiture of the asset from County ownership. Even if an agency is not downsizing it may be required to relocate to execute this strategy. As stated above, these types of moves provide collateral opportunities for effected agencies to more efficiently use their space. Each move gives an agency the opportunity to more efficiently and effectively use space thereby reducing their facility costs.

This Volume addresses a series of immediate departmental and agency moves over the next two years. Reaching greater efficiency and effectiveness in the County’s real estate portfolio occurs in a dynamic environment; the short term plan addresses the preliminary relocations, consolidations, and reconfigurations that could occur to vacate the Yesler and Blackriver Buildings and consolidate within the remaining office buildings. Since the County is dealing with a rapidly changing and dynamic economic environment, the recommended relocations identified in this Report may change dramatically as additional or new information unfolds. The preliminary recommendations have been developed in collaboration with many agencies who want their costs of space reduced and their initiative is totally consistent with the “size the prize” chapter in Volume I. Agencies are interested in using space more efficiently and effectively and moving toward the building standards identified in Volume I.

FMD’s preliminary move recommendations are designed to save the County in general and individual County agencies money, and to more effectively serve the citizens of King County. Our goal is to vacate over 150,000 square feet of space so that several buildings could be taken out of service, redeveloped or sold. These buildings include:

- Some or all of the Yesler Building which is one of the older and least efficient buildings operated by FMD, could be taken out of service.
- The Blackriver 900 Building which houses the Department of Development and Environmental Services (DDES), a downsizing department whose service population could be better served through technology and a location further north and east, could be sold.
- The Aukeen District Court building is no longer needed once South County District Court activities are consolidated at the Regional Justice Center.
- The Kenmore and Maple Valley Police Precincts are no longer located in the heart of unincorporated areas served by the King County Sheriff and can be sold. This is made possible by consolidating certain KCSO precinct functions at the City of Sammamish in leased space and increasing the use of technology to reduce the size of required office space.
- The 7300 Building at the King County International Airport will be vacated and ultimately redeveloped for aviation purposes.

FMD is serving as a catalyst to changes that will result in significant cost savings to the County. A first step is the effort to highlight the various elements of space costs and to identify those agencies whose occupancy configurations may provide opportunities to more efficiently use space and save money. This is highlighted in Volume I of this Report. FMD has developed, with the endorsement of the Executive Office and Office of Performance, Strategy and Budget (PSB), a policy framework that would give agencies financial incentives to vacate space. FMD further recommends the creation of a fund of existing County resources to make the types of investments necessary to create short and long-term savings in facilities costs. FMD estimates that such a fund should be sized at just under \$2.1 million as a conservatively high estimate of move costs. This matches up to an estimated first year savings of approximately this same amount. Finally, FMD is prepared to work with relocating agencies to assist with space use strategies, space configurations, tenant improvements, technology enhancements, and the logistics of relocating.

Following is a summary of the proposed Short-Term Space Plan.

- [Policies Related to Short Term Moves](#) - A new set of County Executive Policies designed to give agencies financial incentives to downsize their occupied footprints.
- [Current Locations and Opportunities for Savings](#) - Current agency occupancy profiles for the five larger office buildings managed by FMD. This section also presents occupancy data which can indicate opportunities to downsize.
- [Current Examples of Savings Achieved by Space Consolidation](#) – Highlights recent efforts of the County Council and Assessor's Office.

- [Emerging Space Needs](#) – Identifies emerging needs for additional space and space configurations created by consolidations and other program changes.
- [Short-Term Space Plans](#) – Identifies a series of recommended moves designed to save money and make agency occupancies more efficient.
- [Completed Scenario Checklist](#) – Presents a recap of moves along with general timeline, estimated move costs, and estimated annual space savings associated with each move.
- [Cost Savings Assumptions and Move Cost Estimates](#) – Provides a detailed basis for estimated move costs and annual space savings.
- [Building Profiles Once All Moves are Implemented](#) – Presents the building profiles once all recommended moves are implemented. Emphasis is placed on the dynamics of the current budget environment and changes to these recommendations will occur as this Short-Term Space Plan is executed.

## **Policies Related to Short Term Moves**

The County Executive recognizes a need to move forward immediately with Executive Policies governing the efforts to achieve agency savings resulting from short-term moves. FMD, in consultation with the PSB and the Executive Office, developed these policies in time for County agencies to frame their space savings proposals as part of their 2012 proposed budgets. Agencies needed a clear sense of direction and certainty with regard to the financial consequences of vacating space. The following presents a new set of policies that establish the desired financial incentives to motivate agencies to reduce their occupancy footprints and ultimately save money. Executive policies are highlighted in dark blue.

## **Leasehold Interests**

The following principles could apply when a County agency vacates space in an existing leasehold (outside leased space):

**The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space; or**

**Under certain circumstances there is a positive economic benefit to the County to pay early release penalties and move to vacant space either in County owned buildings or existing leaseholds if the current tenant could be relocated. The economic benefit would be derived from downsizing the operational footprint of the agency. For example, if the early release penalties on leased space plus move and installation costs at a new location are less than the value of suitable vacant space within County owned buildings or leaseholds than there is a positive economic benefit to the county to terminate the lease early.**

**This is not a departure from existing practice.**

The County has emerged from an extended period of slow growth to a period of rapid downsizing in some cases. In the 1980's and 1990's the County experienced a rapid increase in outside leased space as agency growth outstripped available County-owned buildings. The acquisition of the Yesler Building and the development of the King Street Center and Chinook buildings were significant conversions from leased space to County-owned space. Today County agencies continue to divest themselves of leased space in the interest of backfilling vacant space in County owned buildings thereby creating savings. **The County does not have a solid history of leasing outside space in this downsizing climate.**

Allow outside leasing when the outside lease is necessary to execute an economically justified divesting of County owned real estate assets or if existing County owned space does not meet the specialty needs of an agency.

### Vacating space in General Government Buildings

The following apply:

To be of use by another County agency, the space must be accessible from the building's common corridors, must have access to the building's common amenities, and must be of sufficient contiguous size as to accommodate another County agency. A space is not considered vacant until after non-contiguous spaces are consolidated into a contiguous vacant and useable space.

All county agencies occupying general government buildings that are operated by FMD will pay their proportional share of county operations and maintenance costs of vacated space up to the point when an individual buildings' vacancy meets a threshold that would make it advisable for the General Fund to pay operating costs for that vacant space. The threshold will be determined on a case by case basis.

Once a significant portion of a building is vacated, there will be mothball costs for that building until such time as it is disposed. **Historically mothball costs have been paid by either the General Fund through separate appropriation or by the prior tenant if the building was a single tenant building.**

**All mothball costs for general government buildings will be paid by the General Fund.**

Agencies that vacate reconfigurable space desire immediate financial relief from their obligation to pay operating and maintenance costs for that space. Frequently this occurs mid-budget year. **Historically agencies were not released from their obligation until such time as a backfill agency was installed or until so directed by PSB (then OMB).**

**Agencies that vacate reconfigurable space (see definition of vacant) mid-budget year and do not subsequently increase their overall square footage will be relieved of the FMD O&M obligation 90 days after they vacate space if reasonable notice of such move was given.**

Agencies that vacate space, as defined above, desire timely relief from their Major Maintenance Reserve Fund (MMRF) obligation for the space vacated. **Past practice**

**called for the MMRF assessment to continue until such time as the vacated space is backfilled.**

**Agencies that vacate reconfigurable space mid-budget year and do not subsequently increase their overall square footage will be relieved of their MMRF obligation 90 days after they vacate the space if reasonable notice of such move was given. The vacant space will be considered a General Fund obligation after 90 days until the space is backfilled.**

**The KCC 4.56.130 provides that the County organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees including appraisal costs, if any, from the proceeds of sale.**

**If it is in the best interest of the County to enhance value by carrying out major maintenance before the sale, repair costs associated with upgrading or preparing a building for surplus sale will be funded through the MMRF Fund which will then be reimbursed from sales proceeds.**

**Decisions regarding which fund(s) benefit from the sale of general government owned assets, net of closing and sales preparation costs will be determined on an asset by asset basis by the Executive and the Council based on (current practice):**

- **The long term obligations related to the original funding for the building; for example grant obligations or bond covenants**
- **The nature of the original funding, (general obligation bonds, Executive and/or Council discretion)**
- **Any residual debt service requirements**
- **Budget priorities**

**Currently the central overhead occupancy is altered on a calendar year to calendar year basis as part of the budget process.**

**The central overhead occupancy charge terminates 90 days after move out or at the end of the current budget year, whichever comes first.**

**Historically agencies that developed a viable plan to vacate space as part of the budget process have been granted a “target reduction” or “efficiency reduction” for any annual cash savings associated with that vacation if those savings were not used for other agency needs.**

**Continue the historic practice but allow agencies an option of applying the annual economic savings associated with vacated space to “efficiency reduction” requirements. Accordingly, agencies could apply the value of**

space vacated to their “efficiency reduction” requirements. The agency would also be required to elect to reduce their budget by the cash savings associated with the vacation. The “value” of the space vacated would be equal the total of O&M, MMRF, and central overhead occupancy charges.

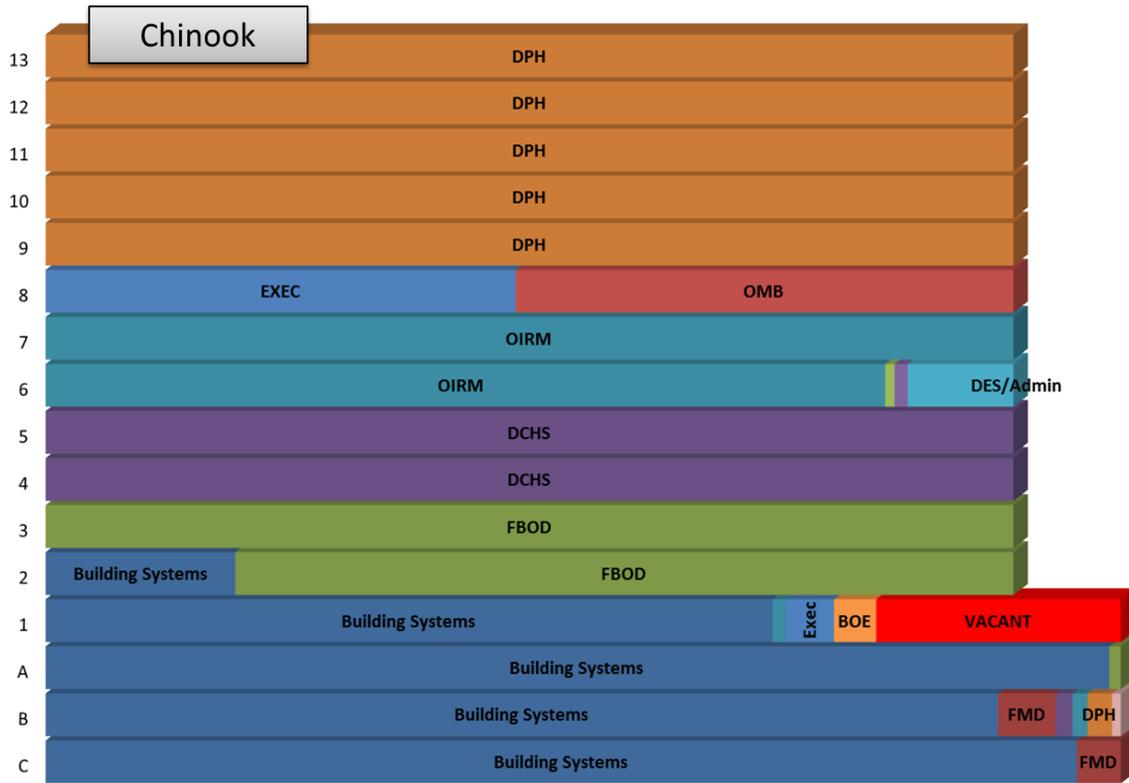
## **Current Locations and Opportunities for Savings**

Within the policy framework described above, County agencies can realize short-term savings by reconfiguring existing space or configuring new space that results in a downsized agency footprint thereby reducing their charges for space. This downsizing can then be leveraged to address emerging space needs without added financial burden to the County or ultimately lead to a divestiture of County owned buildings. Divestiture can come in the form of a surplus sale, leasing-out space, or redeveloping a facility for other County purposes. Savings to the County are more easily attainable when a significant portion or all of a single building can be mothballed, leased to an outside entity or sold

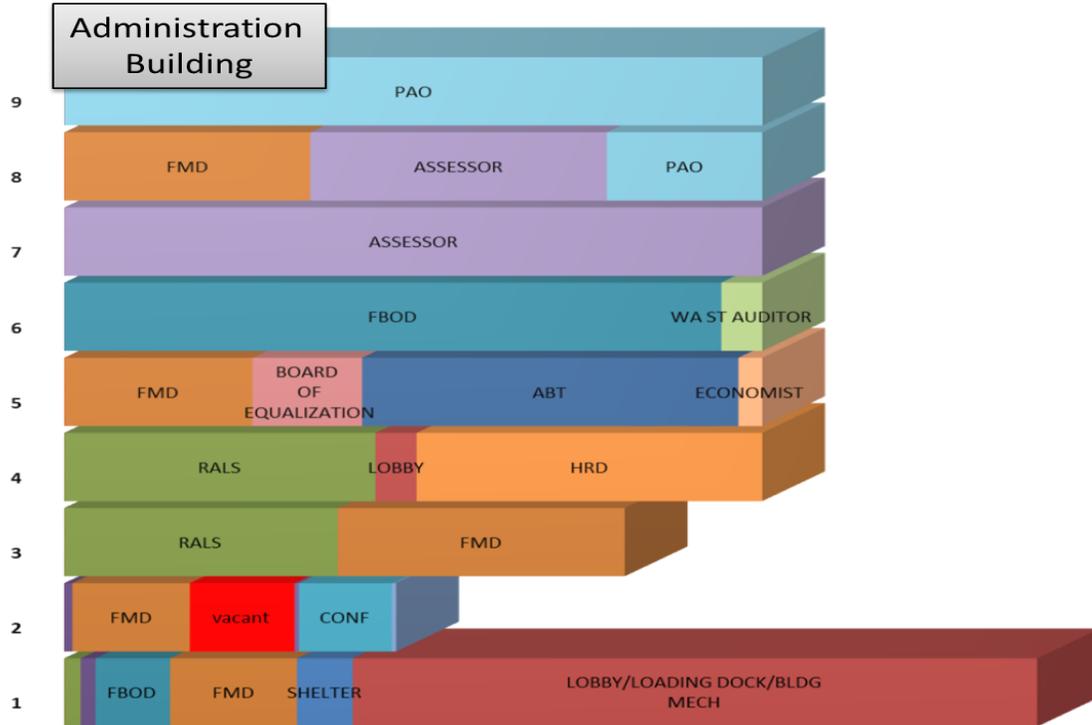
Savings through consolidation in County owned facilities in suburban areas is difficult to achieve because suburban locations are usually sited in the geographic area near the population served. However, those single agency occupied buildings that are no longer located near the population served are the most likely to be considered for surplus. Of course, the agency must then decide how best to serve those populations given serious limitations to those types of capital investments.

The future County use of the smaller suburban buildings will be decided on a case-by-case basis as the primary agency tenant deals with budgetary constraints, service delivery methods, or facility opportunities nearer to the applicable service population. FMD is looking to its larger general office buildings, particularly in the downtown core with multiple County agency tenants, to offer additional opportunities to realize significant savings in the near term (1 – 2 years).

The following charts show the existing occupancy profile and related data for the Chinook Building, the King County Administration Building, the King Street Center Building, the Yesler Building, and the Blackriver 900 Building. These buildings provide the most opportunity for agencies to reduce their facility costs for their general office needs. The charts provide baseline information about these buildings including occupancy data, costs to operate, and efficiency. Due to the variations in floor plates between buildings and the variations in types and styles of office layouts it is difficult to compare one space to another. However, using the useable square feet per FTE (or “occupied” space) does offer agencies a space planning methodology as to which areas have opportunities for increased efficiency. FMD has been approached by several agencies who believe they can reduce their facility footprints and save money. FMD believes that the new financial incentives discussed above will give all agencies a strong motivation to reconfigure to a smaller footprint and save costs.



floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied	occupied spaces	# of identified vacant cubes and offices	vacancy rate
13	DPH	103	18,203	22,226	\$699,452	\$6,791	177	216	108	11	9%
12	DPH	114	18,720	22,811	\$717,862	\$6,297	164	200	119	14	11%
11	DPH	90	18,720	22,811	\$717,862	\$7,976	208	253	102	30	23%
10	DPH	126	18,720	22,811	\$717,862	\$5,697	149	181	129	6	4%
9	DPH	111	18,816	22,914	\$721,104	\$6,496	170	206	119	17	13%
8	Exec	27	7,588	11,266	\$354,541	\$13,131	281	417	35	5	13%
8	OMB	38	7,665	11,379	\$358,097	\$9,424	202	299	50	10	17%
7	OIRM	92	18,973	22,896	\$720,537	\$7,832	206	249	95	37	28%
6	OIRM	67	15,144	20,012	\$629,778	\$9,400	226	299	84	28	25%
6	DES/ADMIN	14	1,897	2,507	\$78,895	\$5,635	136	179	14	0	0%
6	DDES & Non Profit	8	336	444	\$13,973	\$1,747	42	56	8	0	0%
5	DCHS	105	18,830	22,984	\$723,306	\$6,889	179	219	121	16	12%
4	DCHS	108	18,887	22,963	\$722,646	\$6,691	175	213	113	16	12%
3	FBOD	83	19,006	22,915	\$721,135	\$8,688	229	276	110	4	4%
2	FBOD	51	13,150	17,884	\$562,809	\$11,035	258	351	56	12	18%
1	DES/ADMIN	1	631	792	\$24,924	\$24,924	631	792	1	1	50%
1	Vacant		3,657	4,590	\$144,447						
TOTAL		1138	218,943	274,205	\$8,629,231	\$7,583	192	241	1264	207	14%

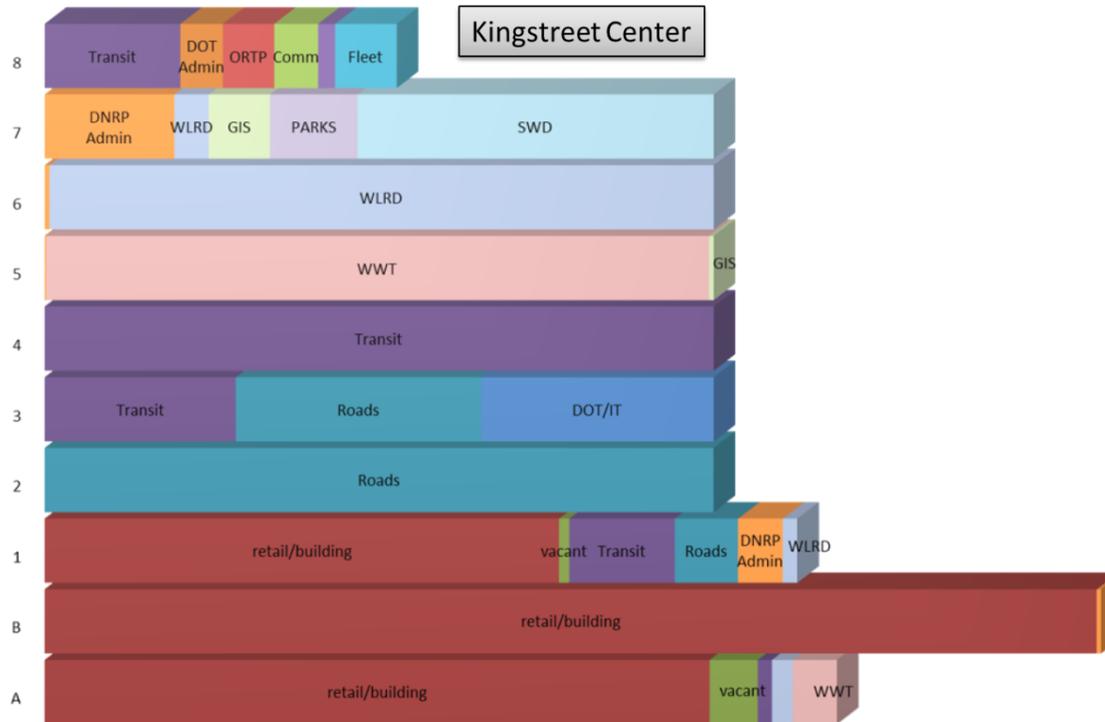


floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied
9	PAO	55	21,767	26,857	\$482,089	\$8,765	396	488
8	PAO	14	4,575	5,986	\$107,443	\$7,675	327	428
8	Assessor	59	8,722	11,411	\$204,827	\$3,472	148	193
8	FMD	30	7,231	9,461	\$169,823	\$5,661	241	315
7	Assessor	58	20,534	26,860	\$482,141	\$8,313	354	463
6	FBOD	74	19,132	25,277	\$453,719	\$6,131	259	342
6	Wash State	varies	1,197	1,581	\$28,377	\$0	0	0
5	ABT*	65	10,969	14,476	\$259,844	\$3,998	169	223
5	Council	3	3,195	4,216	\$75,683	\$25,228	1065	1405
5	FMD	22	5,484	7,237	\$129,908	\$5,905	249	329
5	Economist	3	697	920	\$16,509	\$5,503	232	307
4	RALS	39	9,075	11,076	\$198,814	\$5,098	233	284
4	HRD	37	6,249	7,628	\$136,917	\$3,700	169	206
4	OLR**	21	3,833	4,678	\$83,976	\$3,999	183	223
3	RALS	28	7,954	10,622	\$190,667	\$6,810	284	379
3	FMD	17	8,336	11,132	\$199,819	\$11,754	490	655
2	FMD	14	3,464	4,229	\$75,911	\$5,422	247	302
<b>2</b>	<b>Vacant</b>		<b>3,091</b>	<b>3,774</b>	<b>\$67,742</b>			
Total		539	145,504	187,421	\$3,364,207	\$6,242	270	348

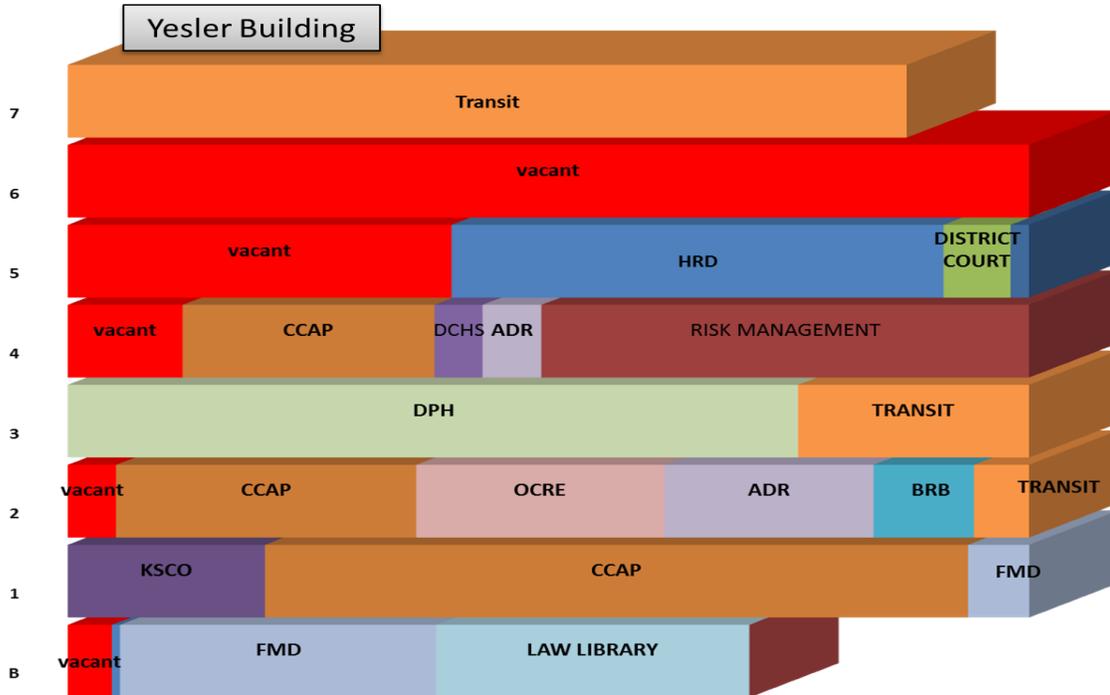
\*65 cubes and offices plus 3 large rooms used for drop in space, number of staff fluctuates weekly

\*\*7 positions to be eliminated end of 2011

Configuration of this building does not lend itself to easily determine the number of vacant cubicles



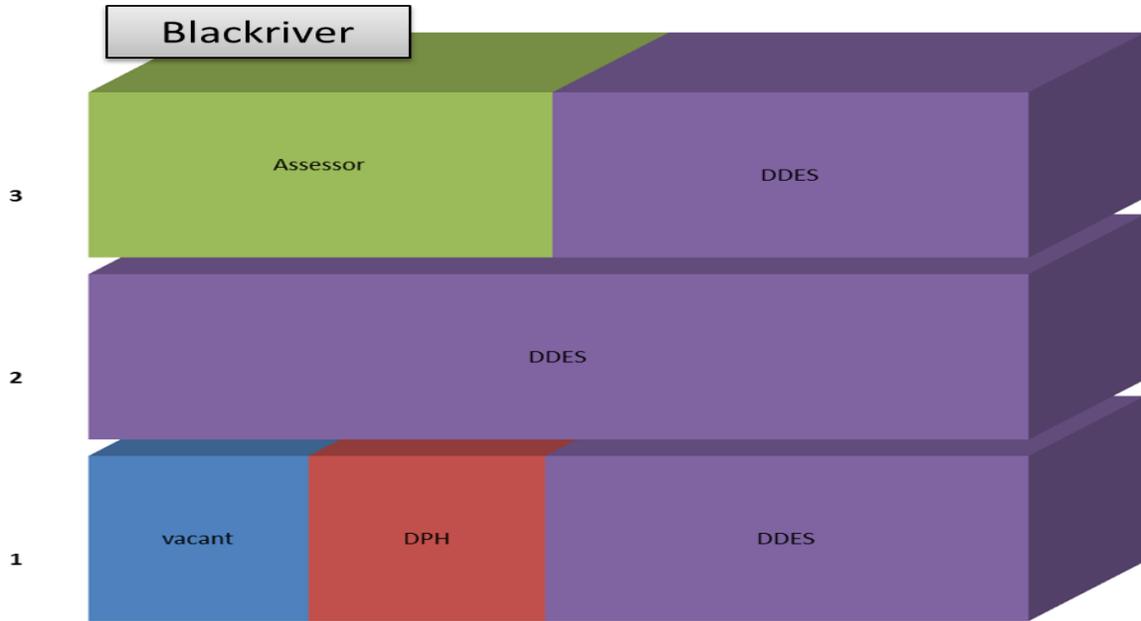
floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied	occupied spaces	# of identified vacant cubes and offices	vacancy rate
8	DOT	88	17,016	25,272	\$662,126	\$7,524	193	287	93	17	15%
7	DNRP	191	27,417	45,338	\$1,187,856	\$6,219	144	237	199	21	10%
6	DNRP	219	31,782	46,364	\$1,214,737	\$5,547	145	212	233	20	8%
5	DNRP	237	39,687	46,404	\$1,215,785	\$5,130	167	196	245	14	5%
4	DOT	187	32,554	46,495	\$1,218,169	\$6,514	174	249	208	22	10%
3	DOT	213	31,573	46,865	\$1,227,863	\$5,765	148	220	224	16	7%
2	DOT	141	34,994	41,401	\$1,084,706	\$7,693	248	294	169	27	14%
Total		1276	215,023	298,139	\$7,811,242	\$6,122	169	234	1371	137	9%



floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied
7	DOT	38	7,867	9,112	\$198,815	\$5,232	207	240
6	VACANT		12,405	13,852	\$302,251			
5	HRD	15	5,589	7,048	\$153,796	\$10,253	373	470
5	DC - TRAINING	0	762	961	\$20,958			
5	VACANT		4,355	5,493	\$119,857			
5	OMB STORAGE	0	208	262	\$5,717			
4	RISK MGMT	22	5,324	6,650	\$145,110	\$6,596	242	302
4	DCHS - contractor	2	602	753	\$16,430	\$8,215	301	377
4	ADR - conf.	0	645	805	\$17,565			
4	DAJD	9	2,750	3,436	\$74,974	\$8,330	306	382
4	VACANT		1,333	1,665	\$36,330			
3	DPH	44	9,524	10,241	\$223,452	\$5,078	216	233
3	DOT	12	3,034	3,262	\$71,184	\$5,932	253	272
2	ADR	4	2,418	2,706	\$59,045	\$14,761	605	677
2	BRB	2	1,163	1,301	\$28,388	\$14,194	582	651
2	OCRE	6.5	2,870	3,211	\$70,064	\$10,779	442	494
2	DOT	1	636	711	\$15,514	\$15,514	636	711
2	VACANT		559	625	\$13,638			
2	DAJD - training space	0	3,471	3,884	\$84,749			
1	DAJD*	36	7,944	9,244	\$201,704	\$5,603	221	257
1	KCSO	4	2,227	2,591	\$56,536	\$14,134	557	648
	Total	195.5	75,684	87,813	\$1,916,075	\$9,801	387	449

\* Includes contract staff

Configuration of this building does not lend itself to easily determine the number of vacant cubicles



floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied
3	Assessor	79	11,187	12,265	\$292,520	\$3,703	142	155
3	DDES	33	11,486	12,592	\$300,319	\$9,101	348	382
2	DDES	66	21,487	23,563	\$561,978	\$8,515	326	357
1	DDES	30	10,276	11,222	\$267,645	\$8,921	343	374
1	DPH	12	5,031	5,494	\$131,032	\$10,919	419	458
<b>1</b>	<b>Vacant</b>		<b>4,673</b>	<b>5,103</b>	<b>\$121,707</b>			
Total	Total	220	64,140	70,239	\$1,675,200	\$7,615	292	319

Configuration of this building does not lend itself to easily determine the number of vacant cubicles

## Current Examples of Savings Achieved by Space Consolidation

The following are examples of recent actions by the County Council and King County Assessor to more efficiently utilize available space. Both of these agencies are setting a good example for others to follow by consolidating their space requirements and reducing their space costs.

### King County Council

During the 2011 budget deliberations the County Council made a decision to lead by example and use their existing space in the King County Courthouse more efficiently. By reconfiguring their Courthouse space and relocating staff from the 1<sup>st</sup> floor of the Chinook building and the 4<sup>th</sup> floor of the Yesler Building to the Courthouse they were able to decrease their footprint and annual operations and maintenance charges by 9%.

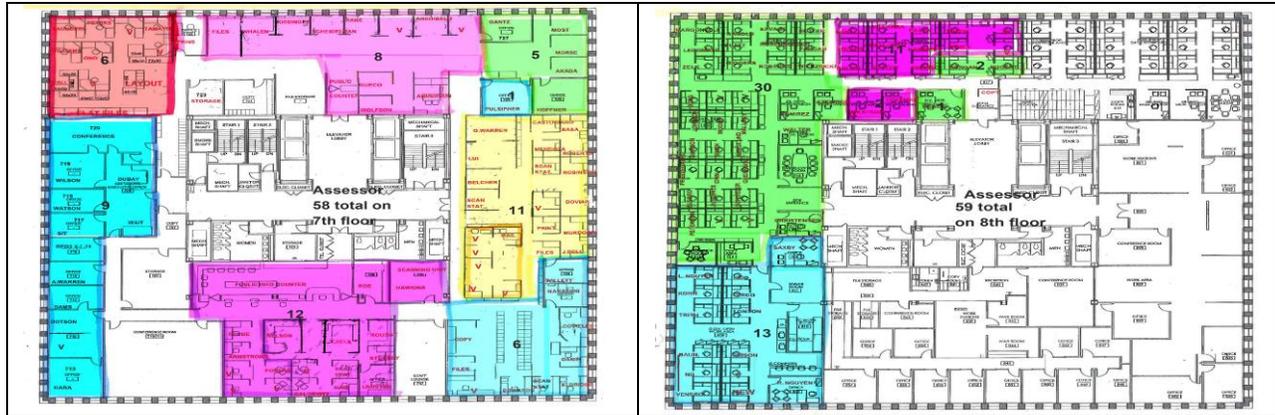
Council 2010 consolidation effort	# fte	useable sq ft	rentable sq ft	annual O&M charge for space	annual MMRF charge for space	cost per fte	useable sq ft per fte	rentable sq ft per fte
before	126	44,792	52,539	\$590,540	\$326,565	\$7,279	355	417
after	126	39,802	46,284	\$536,814	\$305,286	\$6,683	316	367
total annual savings				\$53,726	\$21,279			
cost of moves and improvements				-\$92,684				
% change	0%	-11%	-12%	-9%	-7%	-8%	-11%	-12%

However, the County Council did not stop there. They are now undertaking a feasibility study of further consolidation efforts. If successful, these efforts may produce an additional 9% space reduction.

Council 2011 consolidation effort	# fte	useable sq ft	rentable sq ft	annual O&M charge for space	annual MMRF charge for space	cost per fte	useable sq ft per fte	rentable sq ft per fte
after 2010 consolidation	126	39,802	46,284	\$536,814	\$305,286	\$6,683	316	367
additional moves	126	36,607	42,068	\$486,306	\$286,483	\$6,133	291	334
additional annual savings				\$50,508	\$18,803			
cost of moves and improvements				unk at this time				
% change of added effort	0%	-8%	-9%	-9%	-6%	-8%	-8%	-9%

### Assessor's office

The King County Assessor's office currently occupies one and one-half floors in the Administration building. Their 8<sup>th</sup> floor space is 1/3 of their total space but accommodates 1/2 of their total Administration building staff.



Drawing a hypothetical line across the same space on the north side of the Administration buildings 7<sup>th</sup> and 8<sup>th</sup> floors, shown below, the Assessor has 20 staff located in the same amount of space that accommodates 55 staff on the 8<sup>th</sup> floor.



Following this format the Assessor's office is undertaking a consolidation effort to move all or most of their staff from the 8<sup>th</sup> floor of the Administration building to their existing space on the 7<sup>th</sup> floor of the Administration Building. The Assessor stands ready to employ technology, shared spaces, and processes changes to achieve this goal. If this plan is successful, the Assessor's office will be able to reduce their space costs by 30% and free up 8,722 useable square feet for other county functions. The Assessor is hoping to achieve this consolidation by the end of 2011.

Assessor's office 2011 consolidation effort	FTE's	useable square feet	rentable square feet	annual O&M charge for space	annual MMRF charge for space	cost of space per FTE	useable square feet per FTE	rentable square feet per FTE
assessor 7th floor	58	20,534	26,860	\$321,783	\$119,796	\$7,613.42	354	463
assessor 8th floor	59	8,722	11,411	\$136,704	\$50,893	\$3,179.61	148	193
before	117	29,256	38,271	\$458,487	\$170,689	\$5,377.57	250	327
after	117	20,534	26,860	\$321,783	\$119,796	\$3,774.17	176	230
% change	0%	-30%	-30%	-30%	-30%	-30%	-30%	-30%

## **Emerging Space needs**

Even in period of massive agency downsizing, FMD is simultaneously tasked with addressing new emerging space needs as well as consolidations of certain functions previously carried out by multiple agencies. The challenge is to address these emerging needs without increasing the County's footprint while also saving money for agencies that want to be more efficient and downsize their space occupancies.

## **Emerging Space needs – New Program Requirements**

\*Square footage for emerging space needs is based on 140 – 200 square feet per FTE and do not account for specialty space needs. This figure is presented as a guideline only.

## **Business Resource Center**

The Business Resource Center (BRC) is the on-going function that supports the County's new financial, payroll and budgeting systems. Once implementation is completed by the Accountable Business Transformation (ABT) project, estimated at March 31<sup>st</sup> of 2012, the BRC will be responsible for the day to day operations of the new financial systems. The BRC will ultimately have 42 full time equivalent positions (FTE's). Of the 42 FTE's, 18 will be existing payroll programming and functional staff that are currently located on the 2<sup>nd</sup> floor of the Chinook building, 24 will be functional analysts, and IT technical staff of which 14 positions will come from the OIRM, two positions will come from the Office of Planning, Strategy and Budget (PSB), and eight are newly approved FTE positions. The BRC will be fully operational January 1<sup>st</sup> of 2012, however many of the BRC staff are already working in the County with the rest to be hired or assigned to the BRC by November 1<sup>st</sup> of 2011. The BRC and ABT staffs will be working together on the new systems for three months. The ABT staff will leave during the month of April 2012.

*FTE's – 42*

*Estimated start date – January 2012 all staff will be hired*

*Estimated minimum SqFt – 5,800 – 8,400*

## **King County Office of Law Enforcement Oversight**

The new Office of Law Enforcement Oversight (OLEO) reports directly to the King County Council. The office will be responsible for receiving complaints of alleged misconduct, actively monitoring the Sheriff's internal investigations unit, and assessing its thoroughness and objectivity. The OLEO is budgeted for 2 FTE's to begin July 2011.

*FTE's – 2*

*Estimated start date – July 2011*

*Estimated minimum SqFt – 280 - 400*

## **Emerging needs caused by consolidating functions or staffing relocations**

### **Office of Information and Resource Management (OIRM) – IT Service Center**

OIRM is consolidating all the Executive branch IT help desk staff into one single IT service center. The positions that currently provide this support are located in various buildings. The consolidation will bring all the positions together in one location where the new IT service center staff will assist county staff via the phone, email, and web. Their work will also include special projects and desktop computer systems testing. The service center positions will be provided by the following departments; DOT – 3, DNRP – 3, DPH – 3, DES – 2, OIRM – 4, DCHS – 1, DDES – 1.

Staffing total will be approximately 20 FTE's. The IT Service Center will begin operations September 2011.

*Estimated FTE's – 20*

*Begin – September 2011*

*Estimated minimum SqFt – 2,800 – 4,000*

### **King County Sheriff Criminal Investigation Division (CID)**

The sale of Aukeen Courthouse to the City of Kent requires CID to relocate from the Maleng Regional Justice Center (MRJC) in order for District Court to relocate from Aukeen to the MRJC. This move is integral to leveraging an underutilized County real estate asset for a Court consolidation and expansion at the MRJC. A new location layout for CID assumes 79 staff are to be relocated along with many specialty space needs. It is estimated that CID needs to be relocated by January 1<sup>st</sup> 2012.

*Current rentable SqFt – 21,992 (excludes parking)*

*Current annual cost per Sqft - \$17.71*

*Estimated FTE's – 79*

*Begin – January 2012 due to sale of Aukeen Courthouse*

*Estimated minimum SqFt – 11,600 – 15,800*

### **Veterans Services Programs and the Office of the Public Defender**

The Department of Community and Human Services' (DCHS) Veterans Services Program(Vets) and the Office of the Public Defender (OPD) currently occupy a total of 6,000 square feet of leased space in the Walthew Building at 123 3<sup>rd</sup> Ave S. Each agency occupies 3,000 square feet. The Walthew Building lease expires at the end of 2011 and it is the DCHS's desire to relocate both programs to existing DCHS space or other County owned space. The Vets program has 11 FTE's and the OPD has 17. There are two components to OPD, administration and direct services. The administration component in the Walthew building makes up the bulk of the 17 FTE's.

*Current rentable SqFt – 6,000*  
*Current annual cost per Sqft - \$26.00*

*Estimated FTE's OPD – 17*  
*Begin – January 2012 due to lease term.*  
*Estimated minimum SqFt – 2,380 – 3,400*

*Estimated FTE's Vets - 11*  
*Begin – January 2012*  
*Estimated minimum SqFt – 1,540 – 2,200*

### **Safety & Claims**

Safety and Claims is located in the 7300 building at the King County Airport but has a reporting relationship with the Human Resources Division (HRD) in the Administration building. If possible HRD has requested Safety and Claims be relocated to County owned space in the downtown core. In addition, because the 7300 building is slated for redevelopment, relocation of Safety and Claims over the next couple of years is required.

*Current SqFt – 7,293*  
*Current annual cost per Sqft - \$18.00*

*Estimated FTE's – 29*  
*Begin – not yet determined*  
*Estimated minimum SqFt – 4,060 – 5,800*

### **Labor relations**

The Office of Labor Relations (OLR) was established under the King County Executive's office but has maintained space within the Human Resources Division (HRD) on the 4<sup>th</sup> floor of the Administration building. Since the establishment of OLR the office has sought to relocate to space outside of HRD.

*Current rentable SqFt – 4,332*  
*Current annual cost per Sqft – \$16.44*  
*The current space includes accommodations for 7 temporary staff that will be gone 12/31/2011*

*Estimated FTE's – 15*  
*Begin – no requirement*  
*Estimated minimum SqFt – 2,100 – 3,000*

### **Department of Development and Environmental Services (DDES)**

DDES has seen significant staffing reductions over the past several years. These reductions are expected to continue for the next few years. The Blackriver building, purchased in the 90's, to house DDES and the Assessor's office was originally filled to

capacity. However, now the building is only about half filled to its most efficient configuration and capacity. Geographically the location of the Blackriver building in Renton is not well suited to serve the remaining portions of unincorporated King County.

*Current rentable SqFt – 47,377 (this does not include the 5,103 sqft vacated in 2009)*

*Current annual cost per Sqft - \$22.35*

*Estimated FTE's –118 – 70*

*Begin – no requirement other than budget constraints*

*Estimated minimum SqFt – 23,600 – 9,800*

## **Short-Term Space Plans**

Following is a plan to accommodate the County's emerging space needs, divest the County of underutilized assets, and address the desire of individual agencies to more efficiently use their space thereby creating budget savings. FMD is proposing several moves and consolidations over the next 12 to 18 months to accomplish these objectives. Accommodating the emerging space needs and downsizing agency footprints provide collateral opportunities for additional space consolidations and savings to the county. Some agencies will be asked to consolidate their staff into a more efficient space footprint in order to accommodate emerging County space needs without increasing the County's overall space footprint. These consolidations, similar to what the Council has already achieved and what the Assessor is actively working toward, will save the agency money in the short term and result in substantial savings to the County in general over the long term.

## **Suggested Scenario to address emerging needs, divesture of assets and overall savings in long term costs**

The recommendations presented here have four project components:

- 1. Relocation of KCSO-CID*
- 2. Accommodating the County's emerging space needs*
- 3. Divesture of the Yesler Building- phase one mothball floors 3 – 7.*
- 4. Divesture or improved efficiency of the Blackriver building*

These project components run concurrently. Each project is contingent upon the actions taken to reach the goals of the other projects. Some of the actions taken to accommodate the four project components will result in collateral opportunities for space savings.

Goals:

- Complete all four projects by the end of the 1<sup>st</sup> quarter of 2012*
- The payback period for each move/consolidation should be two years or less*
- Reduce the County's overall space costs*

Assumptions:

- KCSO – CID will relocate to the Chinook building by 1/1/2012*
- Leasing additional space is only a short term solution until County owned space can be made available*
- Emerging space needs will be addressed within County owned space to the extent possible.*

## Scenario check list:

Scenario check list	Goal Accomplished	Deadline			
		9/1/2011	10/1/2011	12/31/2011	1/1/2012
<b>Assessor's Office Consolidation</b>					
<b>#1- Relocate CID</b>					
relocate DES Admin			•		
relocate OIRM staff from 6th fl. To 7th fl.			•		
CID					•
<b>#2 - Accommodate Emerging Space Needs</b>					
BRC					
OLEO (availble by 7/1/2011)					
OIRM IT Service Center		•			
Vets				•	
OPD				•	
Labor Relations					
Safety and Claims					
<b>#3 - Relocate Yesler tenants floors 3 - 7</b>					
DOT				•	
DPH				•	
HRD				•	
Risk				•	
DAJD - CCD				•	
DCHS Ombuds				•	
ADR				•	
OCRE					
BRB				•	
DC Training Room				•	
<b>#4 - Blackriver Improved Efficiency</b>					
DDES consolidated on one floor					
DDES - 70 staf moved to leased space					
DPH relocate to existing DPH space					

### Project component #1 - relocate CID

- *Relocate Department of Executive Services (DES) Administration (Admin) from the 6<sup>th</sup> floor of Chinook to the 1<sup>st</sup> floor of Chinook (space vacated by the Ombudsman). The DES LAN staff will need to remain with the OIRM staff temporarily.*
- *Relocate the Board of Ethics (BOE) from the 1<sup>st</sup> floor of Chinook to the new DES Admin space on the 1<sup>st</sup> floor of the Chinook Building.*
- *Relocate Alternate Dispute Resolution (ADR) from the 2<sup>nd</sup> floor of the Yesler building to the new DES Admin space on the 1<sup>st</sup> floor of the Chinook building*

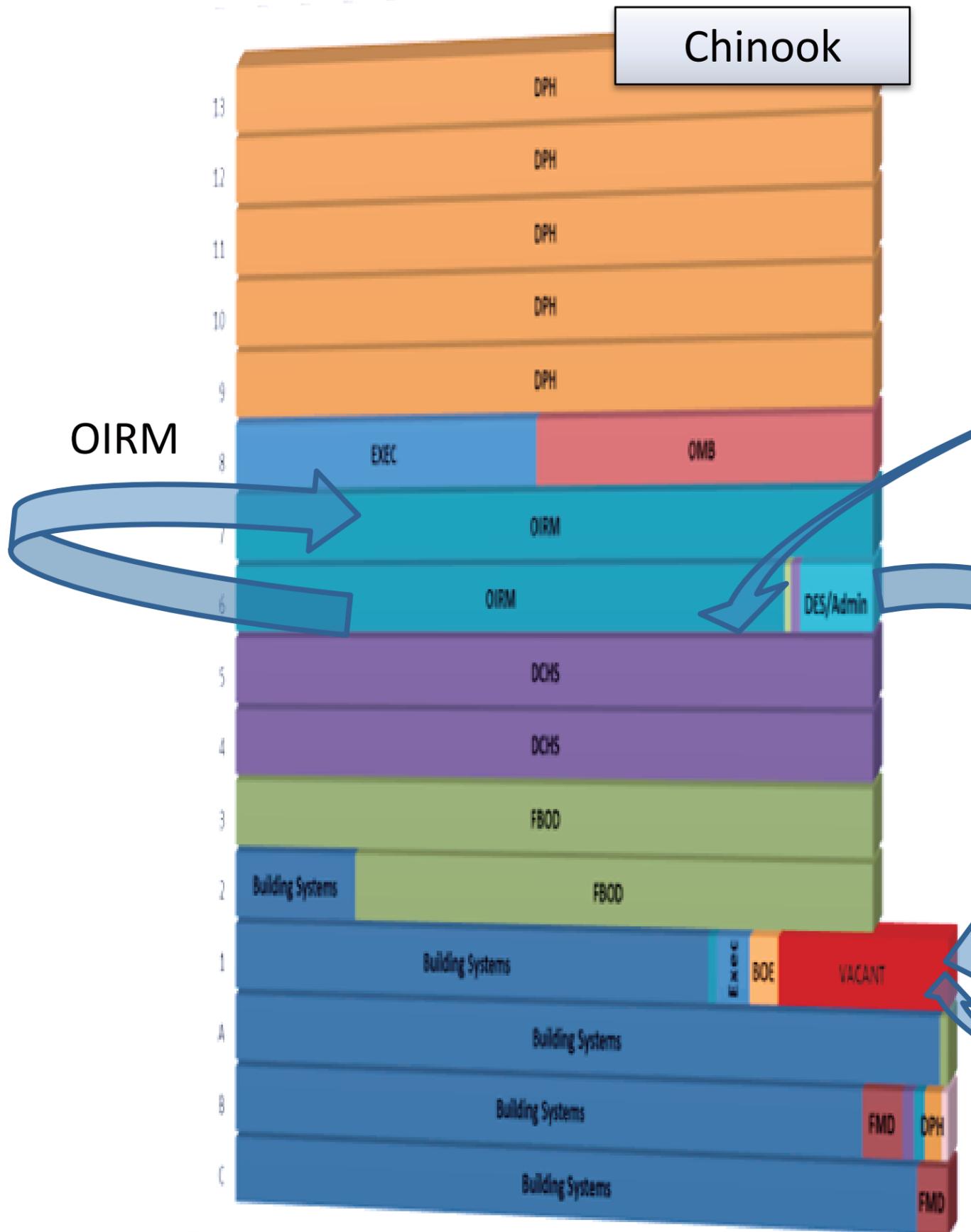
- *Move OIRM staff from the 6<sup>th</sup> floor of Chinook to the (approx. 37 vacant cubicles) 7<sup>th</sup> floor of Chinook. OIRM will need to relocate their training room and computer check in room to the 7<sup>th</sup> floor of Chinook or share the computer training room on the 1<sup>st</sup> floor of Chinook*
- *Relocate the remaining 6<sup>th</sup> floor OIRM staff to the southeast quadrant of the 6<sup>th</sup> floor of Chinook*
- *Relocate the Star Communities (non-profit) from the 6<sup>th</sup> floor of Chinook to four vacant cubicles on the 8<sup>th</sup> floor of Chinook.*
- *Complete tenant improvements on ¾ of the 6<sup>th</sup> floor to accommodate CID from the MRJC*

To accommodate the existing project schedule to remodel the MRJC space for District Court CID is required to move out of the MRJC by January 1<sup>st</sup> 2012. While space in the Chinook building is already built out with cubicles some tenant improvements will be needed in order to accommodate CID's specialty needs. It is estimated that these tenant improvements will take three months.

Several floors in the Chinook building are not fully occupied but the 6<sup>th</sup> floor, with multiple tenants, has one of the highest vacancy rates. Moving CID to the 6<sup>th</sup> floor offers a collateral space saving opportunity for OIRM and use of space recently vacated by the Council on the 1<sup>st</sup> floor of the Chinook building. OIRM consolidates as much as possible to take full advantage of the 37 vacant cubicles on the 7<sup>th</sup> floor. OIRM will still occupy the southeast quadrant of the 6<sup>th</sup> floor. DES Admin will relocate to the vacant space on the 1<sup>st</sup> floor of the Chinook building, space previously occupied by the Ombudsman and Tax Advisor. The four cubes allocated to DDES as drop in space will no longer be available. One cube will be made available for DDES on the 8<sup>th</sup> floor of the Chinook building. The four cubes currently occupied by a non-profit, Star Communities, will be relocated to the 8<sup>th</sup> floor of the Chinook building. This makes 75% of the 6<sup>th</sup> floor available for the CID. There are no barriers to the consolidation of OIRM and relocation of the rest of the 6<sup>th</sup> floor tenants. Those moves can be completed prior to the October 1<sup>st</sup> 2011 start date for the 6<sup>th</sup> floor CID tenant improvements with the added benefit of reduced space costs for OIRM and DES Admin. Once the tenant improvements are completed on the 6<sup>th</sup> floor CID will be relocated from the MRJC.

The Board of Ethics (BOE) will be relocated from their 1<sup>st</sup> floor space in Chinook into the space now occupied by DES Admin. ADR, from the Yesler Building, will also be relocated into the new DES Admin space on the 1<sup>st</sup> floor of the Chinook Building. Moving the BOE and ADR into the new DES Admin space offers programmatic efficiency and a cost savings for DES.

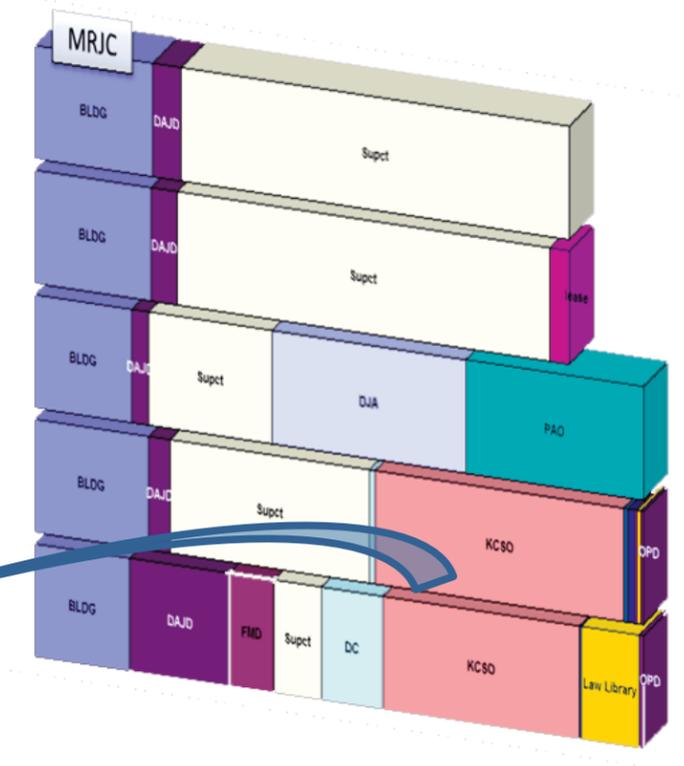
The current BOE space on the 1<sup>st</sup> floor of Chinook is not currently being used efficiently and FMD recommends this space would better serve the OLEO. The space could easily be made available for OLEO by July 1, 2011.



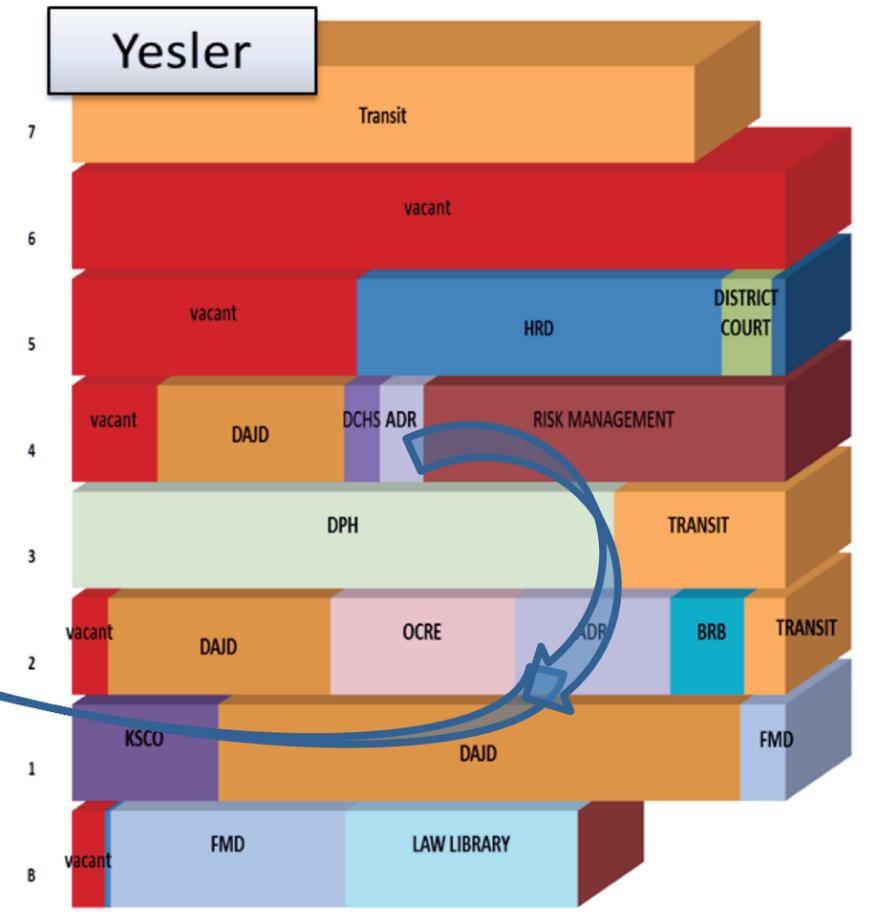
CID

DES Admin

ADR



**Yesler**



Scenario check list	Goal Accomplished	Deadline			
		9/1/2011	10/1/2011	12/31/2011	1/1/2012
<b>Assessor's Office Consolidation</b>	✓				
<b>#1- Relocate CID</b>					
relocate DES Admin	✓		•		
relocate OIRM staff from 6th fl. To 7th fl.	✓		•		
CID	✓				•
<b>#2 - Accommodate Emerging Space Needs</b>					
OLEO (availble by 7/1/2011)	✓				
<b>#3 - Relocate Yesler tenants floors 3 - 7</b>					
ADR	✓			•	
<b>Collateral Space Savings</b>					
OIRM improved efficiency	✓				
DES Admin improved efficiency	✓				

## Project Component #2 – Accommodate Emerging Space Needs

- *Create the OIRM IT Service Center in the space vacated by DPH Vital Statistics on the 2<sup>nd</sup> floor of the Administration Building*
- *Move the Office of Labor Relations (OLR) from the 4<sup>th</sup> floor of the Administration building, co-located within the Human Resources Division (HRD), to space vacated by the Assessor's Office on the 8<sup>th</sup> floor of the Administration Building.*
- *Move the Human Resources Division (HRD) staff and the DES LAN staff located on the 5<sup>th</sup> floor of the Yesler building to the space vacated by OLR on the 4<sup>th</sup> floor of the Administration Building. (This is a temporary move for the DES LAN staff until their permanent location is available 2<sup>nd</sup> quarter of 2012, 2<sup>nd</sup> floor of Chinook, is available at the end of the ABT project.)*
- *Relocate Risk Management from the 4<sup>th</sup> floor of the Yesler Building to space vacated by the Assessor's Office on the 8<sup>th</sup> floor of the Administration Building. (This space is large enough to accommodate both OLR and Risk.)*
- *Relocate the Office of Public Defense (OPD) administrative function from the leased Walthew building to vacant space on the 5<sup>th</sup> floor of the Chinook Building, space within the DCHS footprint.*
- *Relocate the Veterans' Services Programs (Vets) from leased space in the Walthew building to vacant leased space in the Downtown Public Health Clinic.*
- *If necessary the DES LAN staff will move from the Chinook to the 4<sup>th</sup> floor of the Administration Building space vacated by OLR. (This is a temporary move until the 2<sup>nd</sup> quarter 2012 when their final location, 2<sup>nd</sup> floor of Chinook, is available at the end of the ABT project.)*

The newly created OIRM – IT Service Center moves into currently vacant space on the 2<sup>nd</sup> floor of the Administration building. This space was vacated in late 2010 by the Health Department. The Vital Statistic section of the Prevention Division relocated to the

Medical Examiners space at Harborview. This was a space consolidation and cost savings measure for the Health Department. The space is available now for any necessary tenant improvements to begin and should be completed by the September 2011 deadline.

Relocate the OPD administrative function from the leased Walthew building into currently vacant space within the DCHS footprint in the Chinook building. (One or two OPD screeners will need to be co-located in the KCCH with the other OPD screeners.) The Vets program will relocate to vacant space in the Downtown Public Health Center at 4<sup>th</sup> and Blanchard should this vacant space not be needed in the Health Departments reorganization. If the Health Department decides to use the vacant space for Health functions then the Vets will be relocated to smaller leased space until space is available in downtown County owned building.

The Office of Labor Relations (OLR) moves from the 4<sup>th</sup> floor Administration Building to the 8<sup>th</sup> floor of the Administration Building, to space vacated by the Assessor's office consolidation. This 8<sup>th</sup> floor space is larger than what the OLR needs. FMD is proposing that the 8<sup>th</sup> floor space be shared with the Risk Management Division from the Yesler Building. The Human Resource Division (HRD) staff, currently located on the 5<sup>th</sup> floor of the Yesler Building, would then relocate to the space vacated by OLR on the 4<sup>th</sup> floor of the Administration building. The DES LAN staff, currently on the 5<sup>th</sup> floor of Yesler with the HRD staff will also relocate, temporarily to the 4<sup>th</sup> floor of the Administration Building.

OIRM IT Service Center

Administration

Risk

OLR

Yesler

HRD & DES LAN Admin.

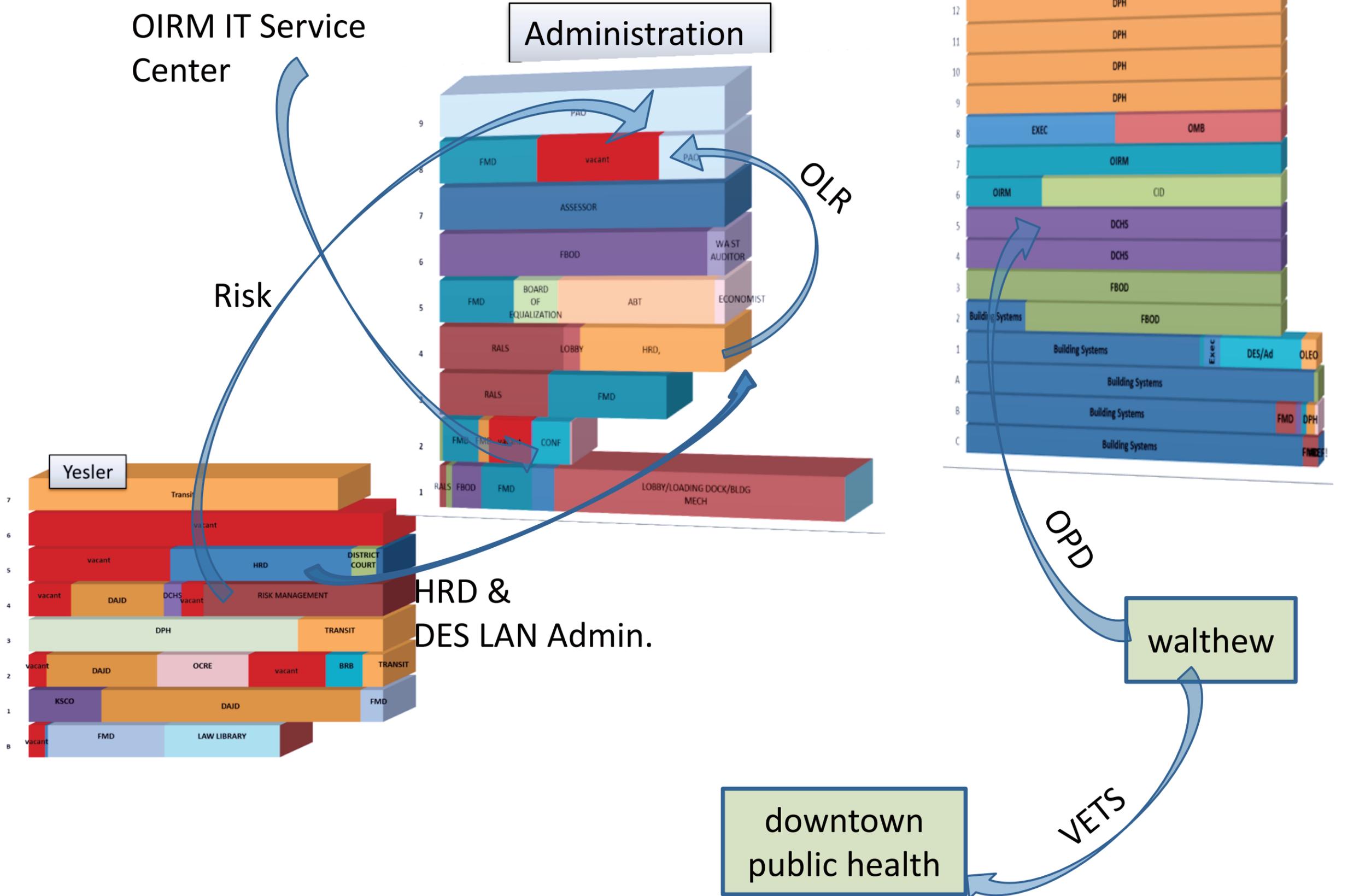
Chinook

walthew

downtown public health

VETS

OPD



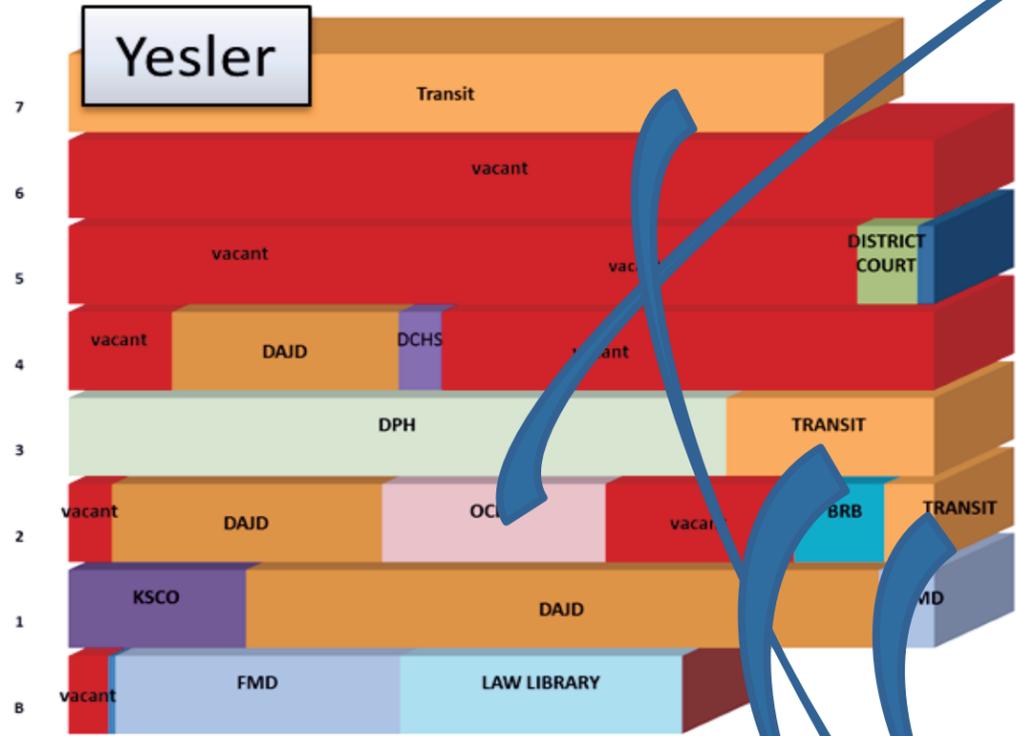
Scenario check list	Goal	Deadline			
	Accomplished	9/1/2011	10/1/2011	12/31/2011	1/1/2012
<b>#2 - Accommodate Emerging Space Needs</b>					
OIRM IT Service Center	✓	•			
Vets	✓			•	
OPD	✓			•	
Labor Relations	✓				
<b>#3 - Relocate Yesler tenants floors 3 - 7</b>					
HRD	✓			•	
Risk	✓			•	
<b>Collateral Space Savings</b>					
DCHS improved efficiency	✓				
OLR improved efficiency	✓				
DES - Risk Mgmt improved efficiency	✓				

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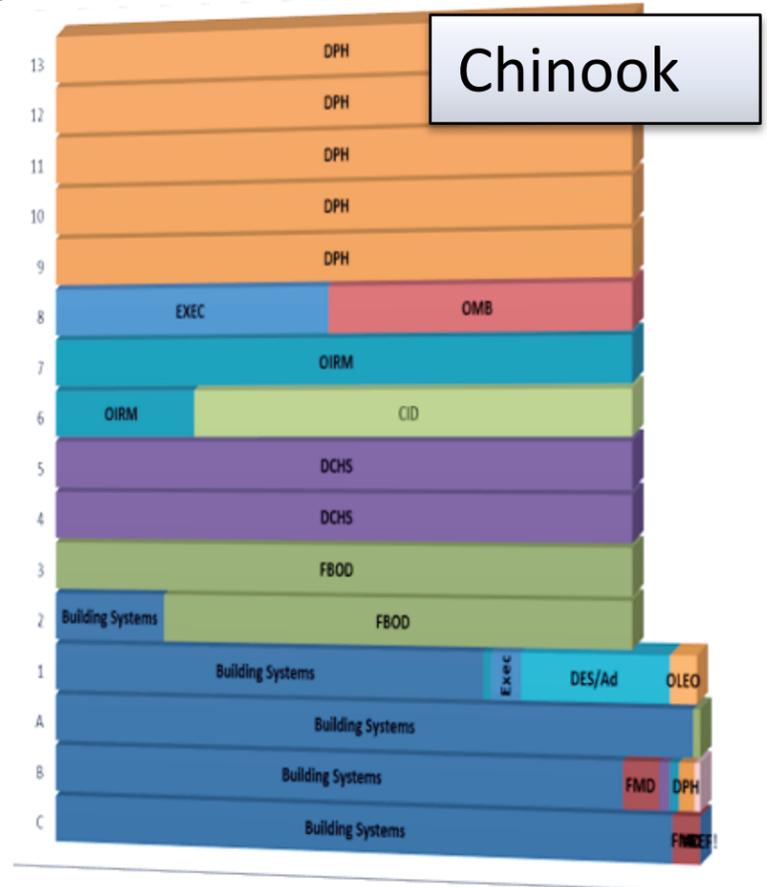
### Project Component #3 – Relocate Yesler Tenants floors 3 – 7

- *Relocate the Department of Transportation (DOT) staff in the Yesler Building (floors 2, 3 & 7) to vacant space within the DOT footprint in the Kingstreet Center.*
- *Relocate the Department of Public Health (DPH) from the 3<sup>rd</sup> floor of the Yesler building to vacant space within the DPH footprint in the Chinook Building.*

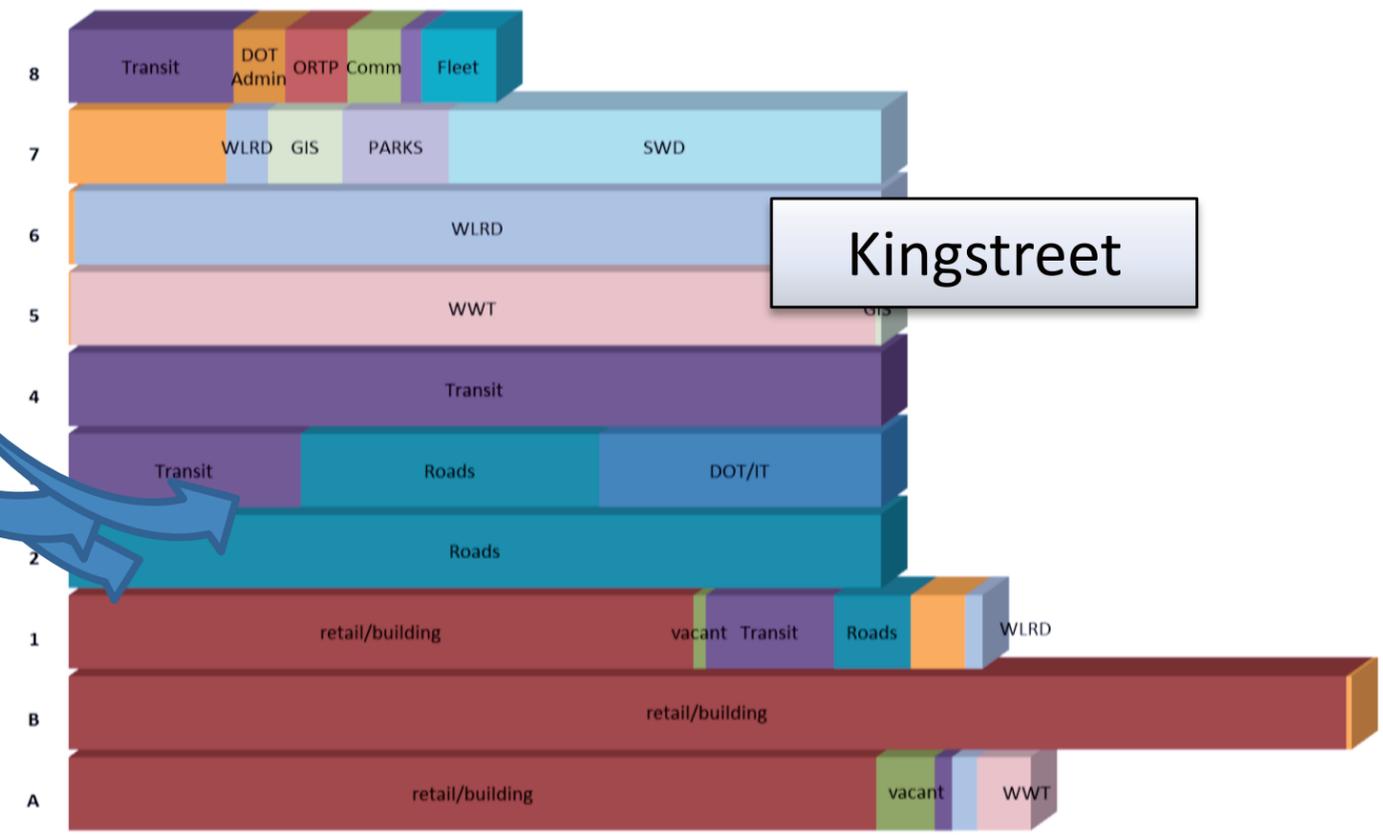
The Department of Transportation (DOT) staff in the Yesler building, floors 2, 3 & 7, will relocate to existing DOT space in Kingstreet Center. This will result in improved space efficiency for DOT. The Department of Public Health (DPH) staff on the 3<sup>rd</sup> floor of the Yesler buildings will relocate to vacant DPH space in the Chinook building, improving the space efficiency for DPH.



DPH



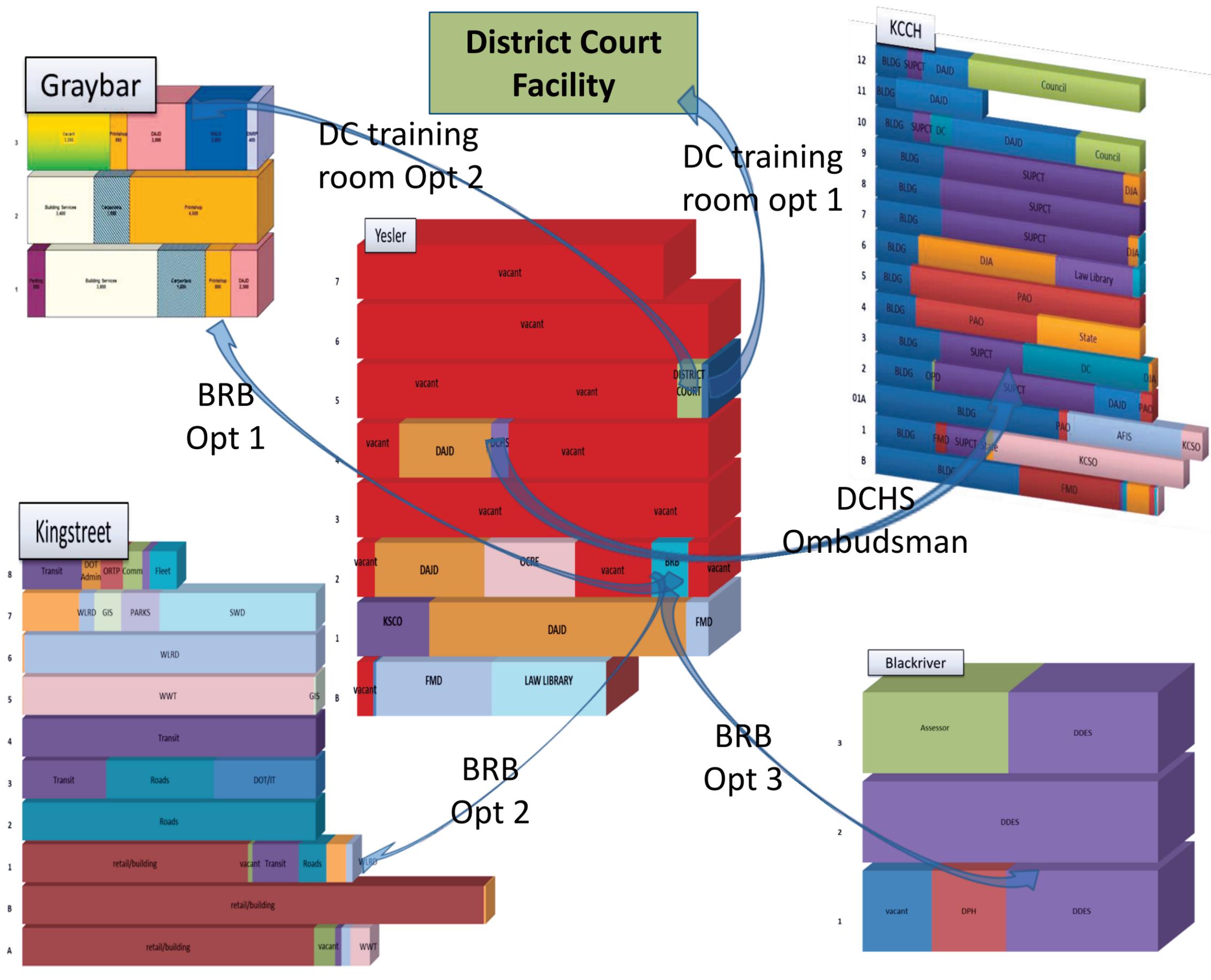
Transit



Scenario check list	Goal	Deadline			
	Accomplished	9/1/2011	10/1/2011	12/31/2011	1/1/2012
<b>#3 - Relocate Yesler tenants floors 3 - 7</b>					
DOT	✓			•	
DPH	✓			•	
<b>Collateral Space Savings</b>					
DPH improved efficiency	✓				
DOT improved efficiency	✓				

- 
- *District Court (DC) computer training room will relocate to the computer training room at the Graybar Building or to another District Court facility.*
  - *Boundary Review Board (BRB) will relocate to Graybar, Kingstreet Center or Blackriver.*
  - *Department of Community & Human Services (DCHS) Ombudsman from 4<sup>th</sup> floor Yesler to the King County Courthouse.*

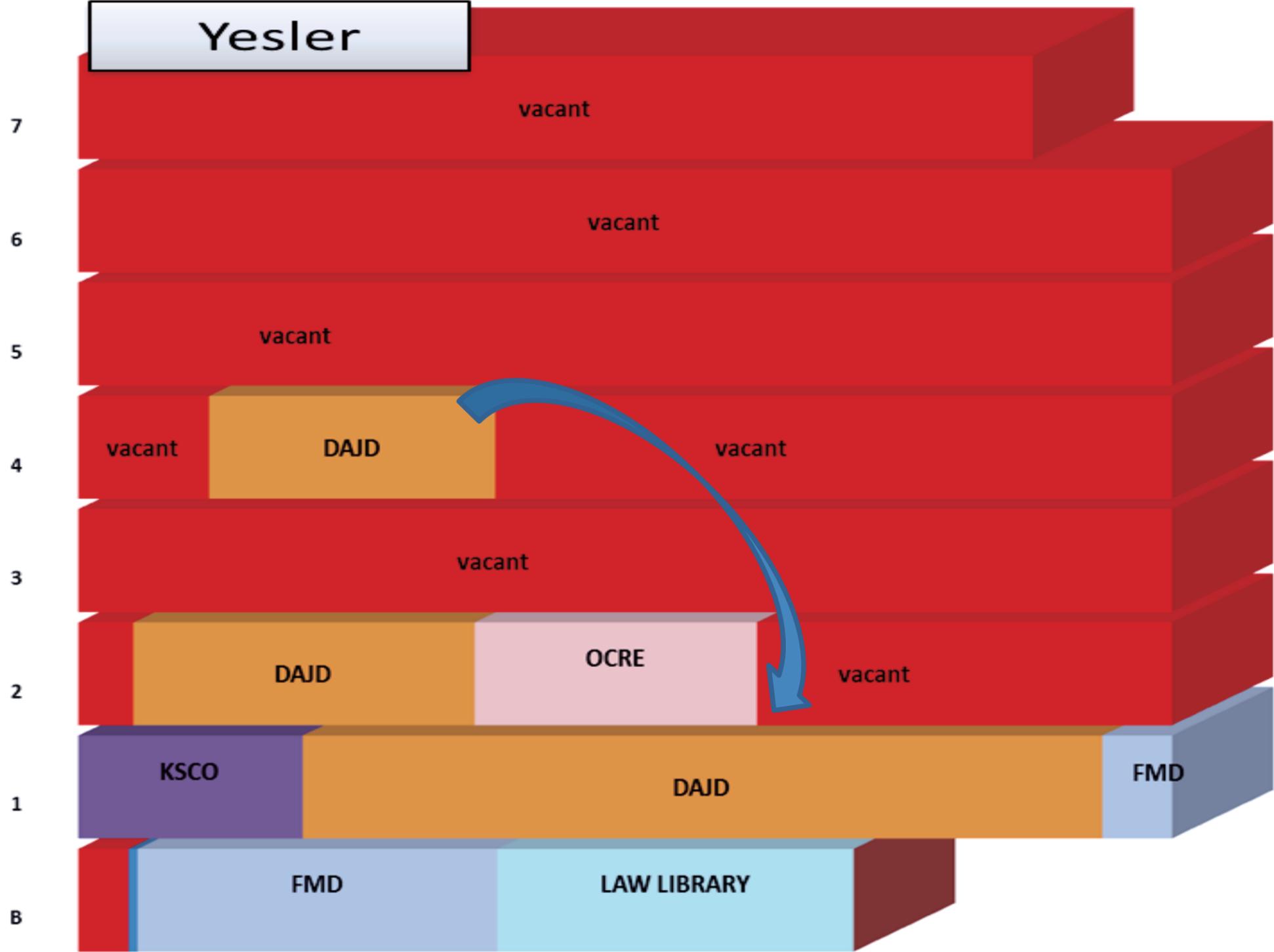
The District Court Computer Training room (5<sup>th</sup> floor of Yesler) 5<sup>th</sup> floor of the Yesler Building may be relocated to the existing computer training that was used by the Electronic Records Management project or it could be moved to underutilized space in another District Court facility. The Boundary Review Board (2<sup>nd</sup> floor of Yesler) has several relocation opportunities available, Graybar, Kingstreet Center, Blackriver, whichever best serves their clientele. The Department of Community and Human Services contracted Ombudsman function, will relocate to the King County Courthouse. The space is not yet identified but this is a small function that is not open 5 days per week.



Scenario check list	Goal	Deadline			
	Accomplished	9/1/2011	10/1/2011	12/31/2011	1/1/2012
<b>#3 - Relocate Yesler tenants floors 3 - 7</b>					
DCHS Ombuds	✓			•	
BRB	✓			•	
DC Training Room	✓			•	

- 
- *The Department of Adult and Juvenile Detention Community Corrections Division (CCD) Administration staff located on the 4<sup>th</sup> floor of Yesler will relocate down to the 2<sup>nd</sup> floor of Yesler out of the Yesler mothball zone.*

The CCD administration staff relocates from the 4<sup>th</sup> floor of Yesler down to the 2<sup>nd</sup> floor of Yesler into one of the many newly vacated spaces. Once the moves are completed, floors 3 – 7 in the Yesler building are vacant and can be mothballed while floors 1 and 2 are still occupied. The CCD and King County Sheriff's Office Photo Lab, located on the 1<sup>st</sup> floor of the Yesler building will remain in the building until a suitable alternative location can be found. Both of these functions have significant specialty needs.



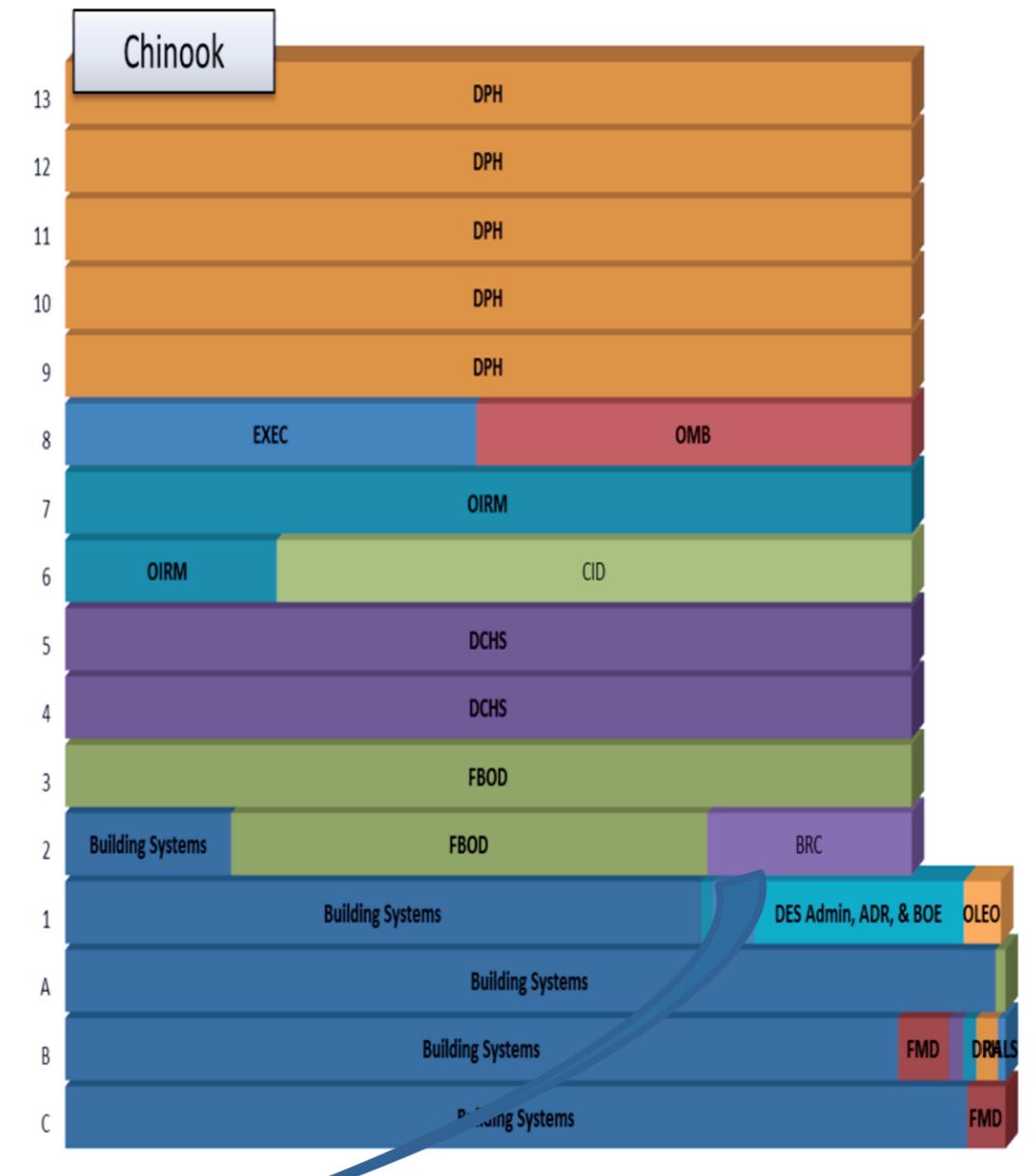
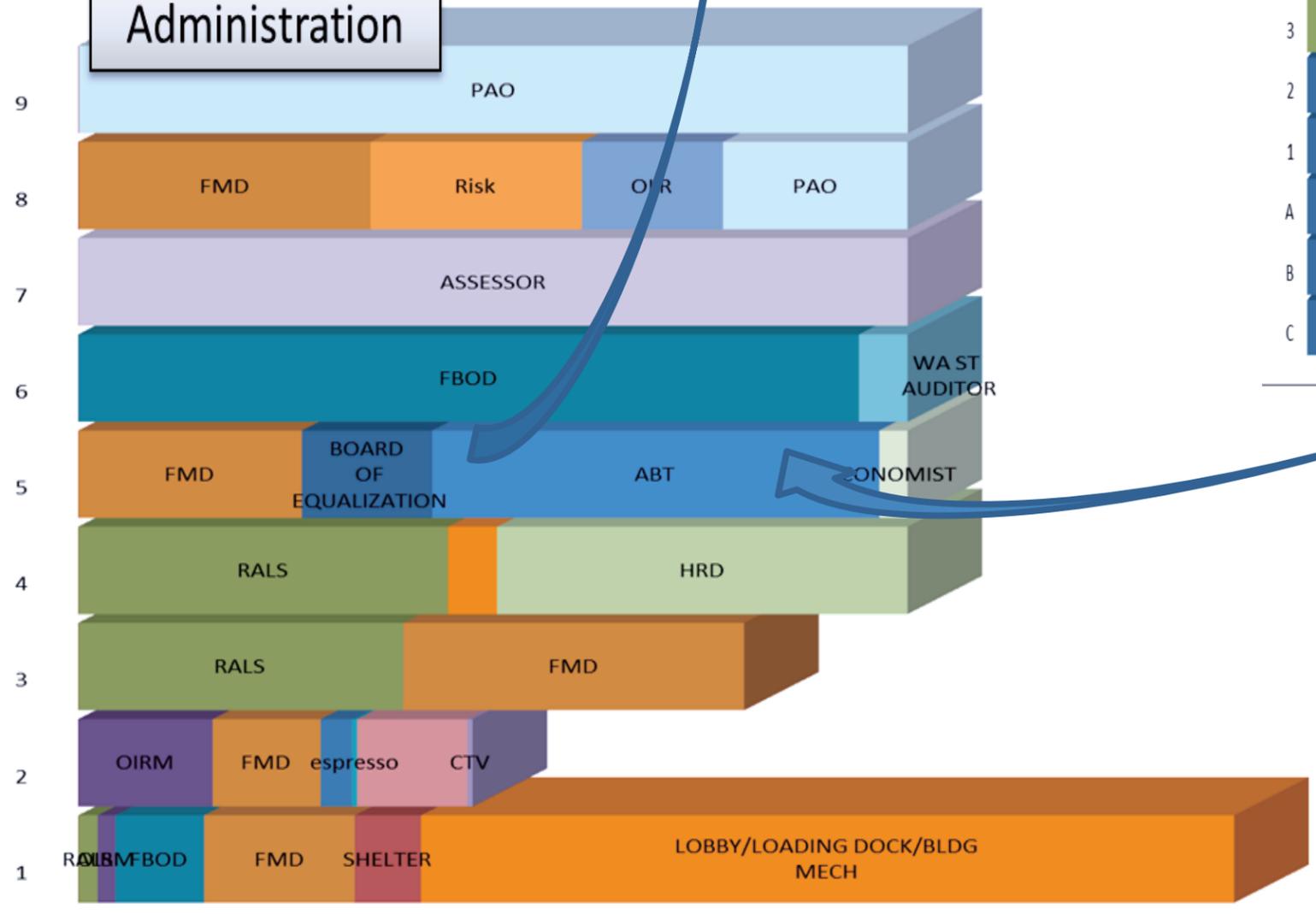
Scenario check list	Goal	Deadline			
	Accomplished	9/1/2011	10/1/2011	12/31/2011	1/1/2012
#3 - Relocate Yesler tenants floors 3 - 7					
DAJD - CCD	✓			•	

- 
- *ABT project is completed and the 5<sup>th</sup> floor Administration Building space is vacated, March 31<sup>st</sup> 2012.*
  - *Relocate the existing BRC staff from the 2<sup>nd</sup> floor of the Chinook building and other locations to the 5<sup>th</sup> floor of the Administration Building when the ABT project is completed.*

The BRC will permanently relocate to the 5<sup>th</sup> floor Administration building space currently occupied by the BRC's predecessor the ABT project. The BRC staff will need to remain where they are currently located (2<sup>nd</sup> floor Chinook) until the end of the ABT project in March of 2012. Any new BRC staff hired prior to the end of the ABT project will be located in vacant cubicles in the Chinook building until the ABT space is vacated. BRC staff may be moved to the 5<sup>th</sup> floor Administration building space prior to the end of the ABT project as space permits.

ABT project ends

Administration

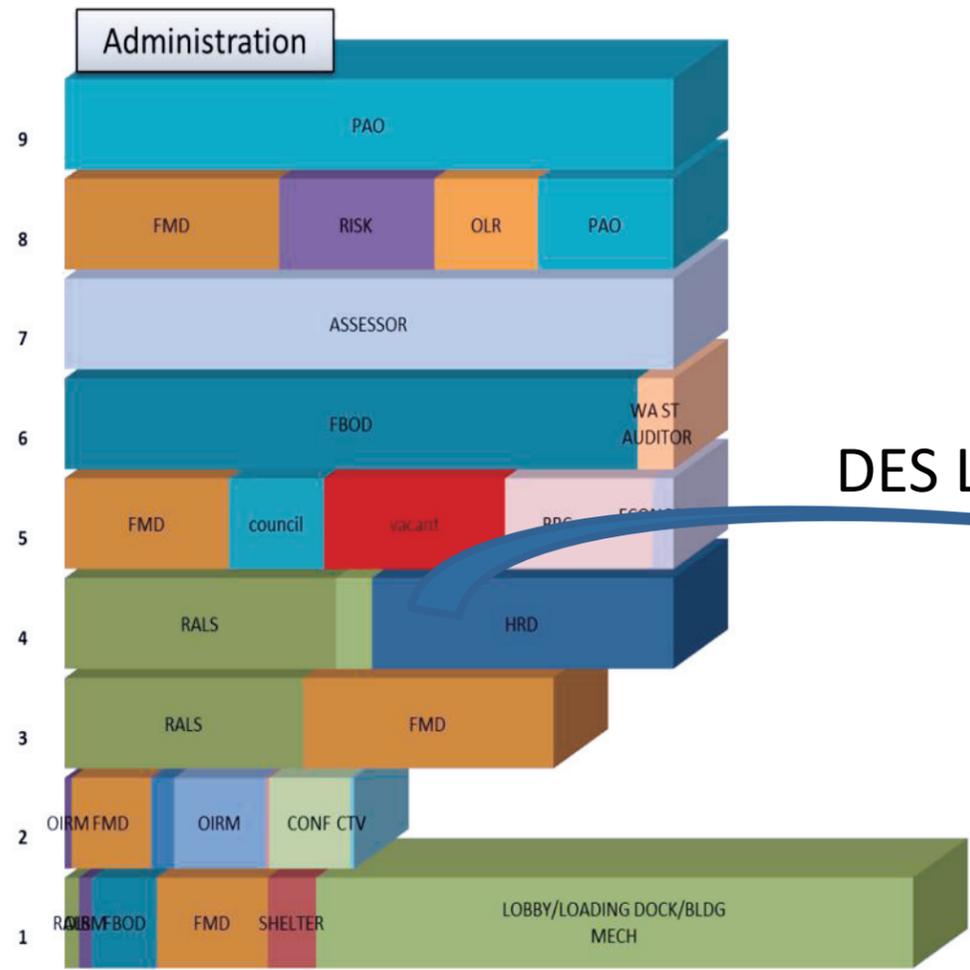


BRC

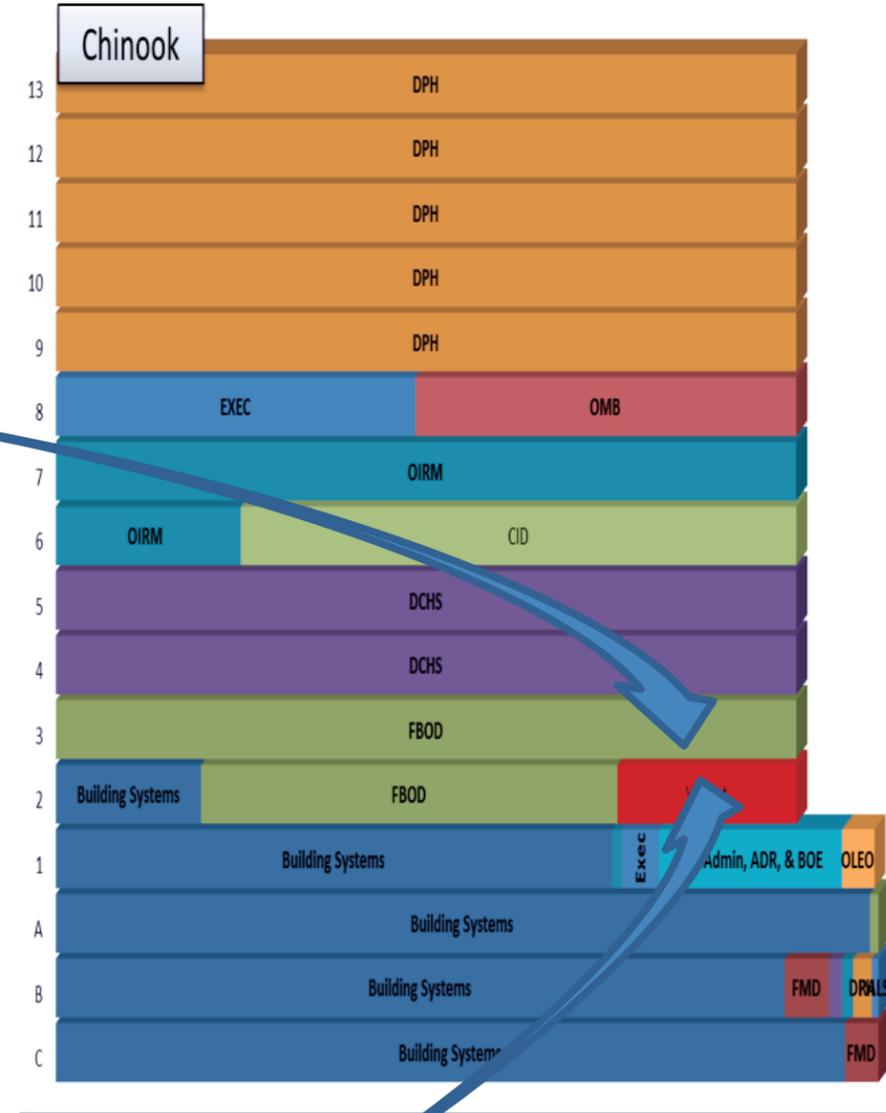
Scenario check list	Goal	Deadline			
	Accomplished	9/1/2011	10/1/2011	12/31/2011	1/1/2012
#2 - Accommodate Emerging Space Needs					
BRC	✓				

- 
- *Relocate the Office of Civil Rights Enforcement (OCRE) from the 2<sup>nd</sup> floor of the Yesler Building to the 2<sup>nd</sup> floor of the Chinook Building into space vacated by the BRC staff. This move cannot occur until after March 31<sup>st</sup> 2012 but the OCRE is located outside of the Yesler mothball zone so it will not hinder the mothball operation.*
  - *Move the DES LAN staff from the 4<sup>th</sup> floor of the Administration Building and any DES LAN staff who may have remained on the 6<sup>th</sup> & 7<sup>th</sup> floors of the Chinook Building to the 2<sup>nd</sup> floor of the Chinook Building along with the OCRE staff.*

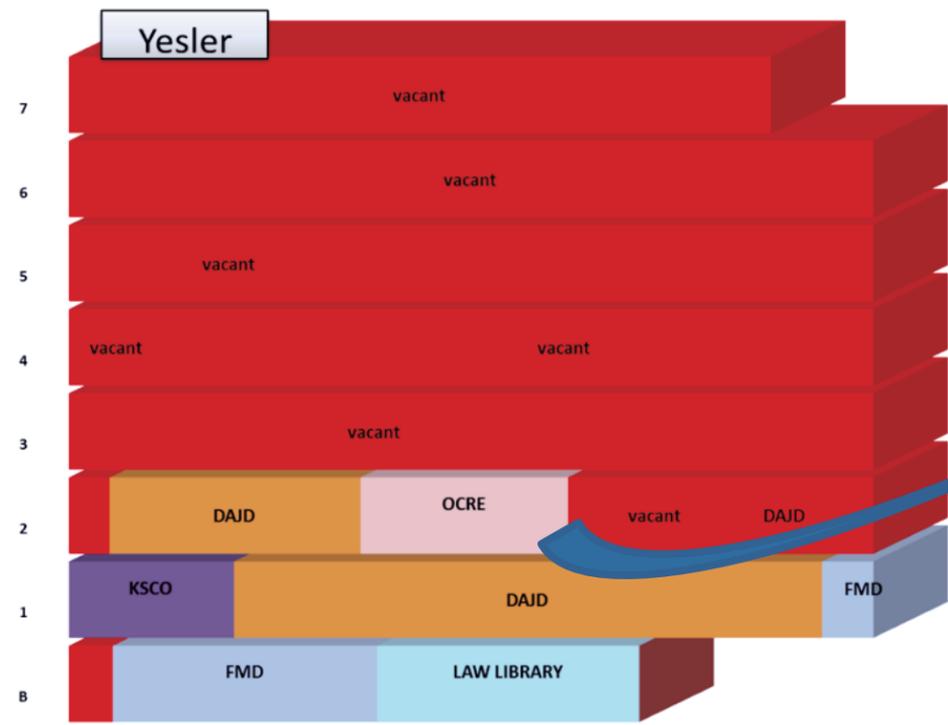
The final move out of the Yesler Building is to relocate the OCRE to the 2<sup>nd</sup> floor of the Chinook building. They will be collocated with a consolidated grouping of DES LAN staff that will be moved in from the 4<sup>th</sup> floor of the Administration Building and various cubicles in the Chinook building.



DES LAN



OCRE



Scenario check list	Goal	Deadline			
	Accomplished	9/1/2011	10/1/2011	12/31/2011	1/1/2012
#3 - Relocate Yesler tenants floors 3 - 7					
OCRE	✓				

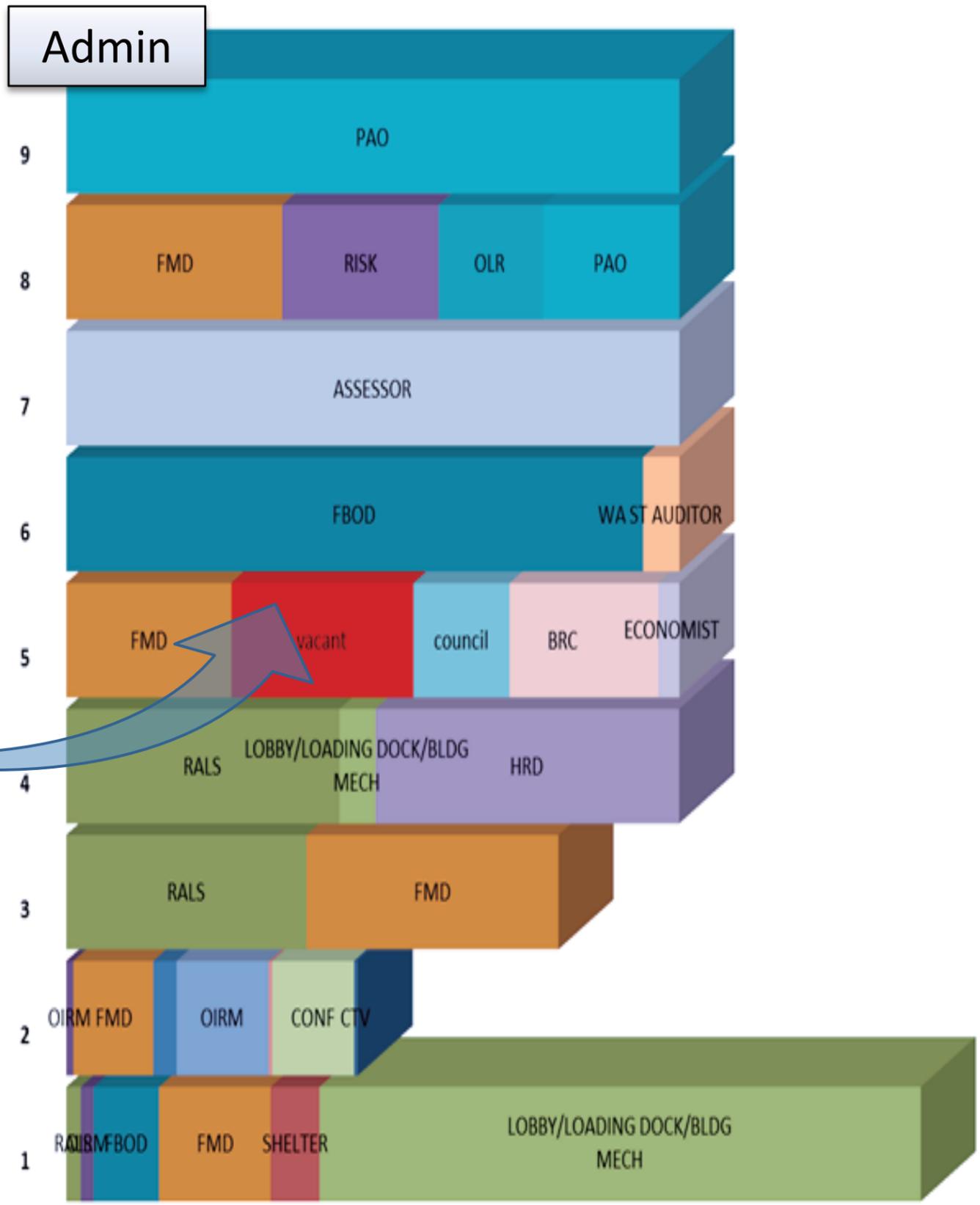
- 
- *Relocate Safety and Claims for the King County International Airport to the 5<sup>th</sup> floor of the Administration Building.*

At the completion of the ABT project, the BRC will be fully functional in the vacated ABT space (5<sup>th</sup> floor of the Administration building). This space is too large for the BRC and provides an opportunity for Safety and Claims to relocate for the King County International Airport to the downtown core, close to many of their clients.

KCIA – 7300 Bldg.



Safety & Claims



Scenario check list	Goal Accomplished	Deadline			
		9/1/2011	10/1/2011	12/31/2011	1/1/2012
#2 - Accommodate Emerging Space Needs					
Safety and Claims	✓				

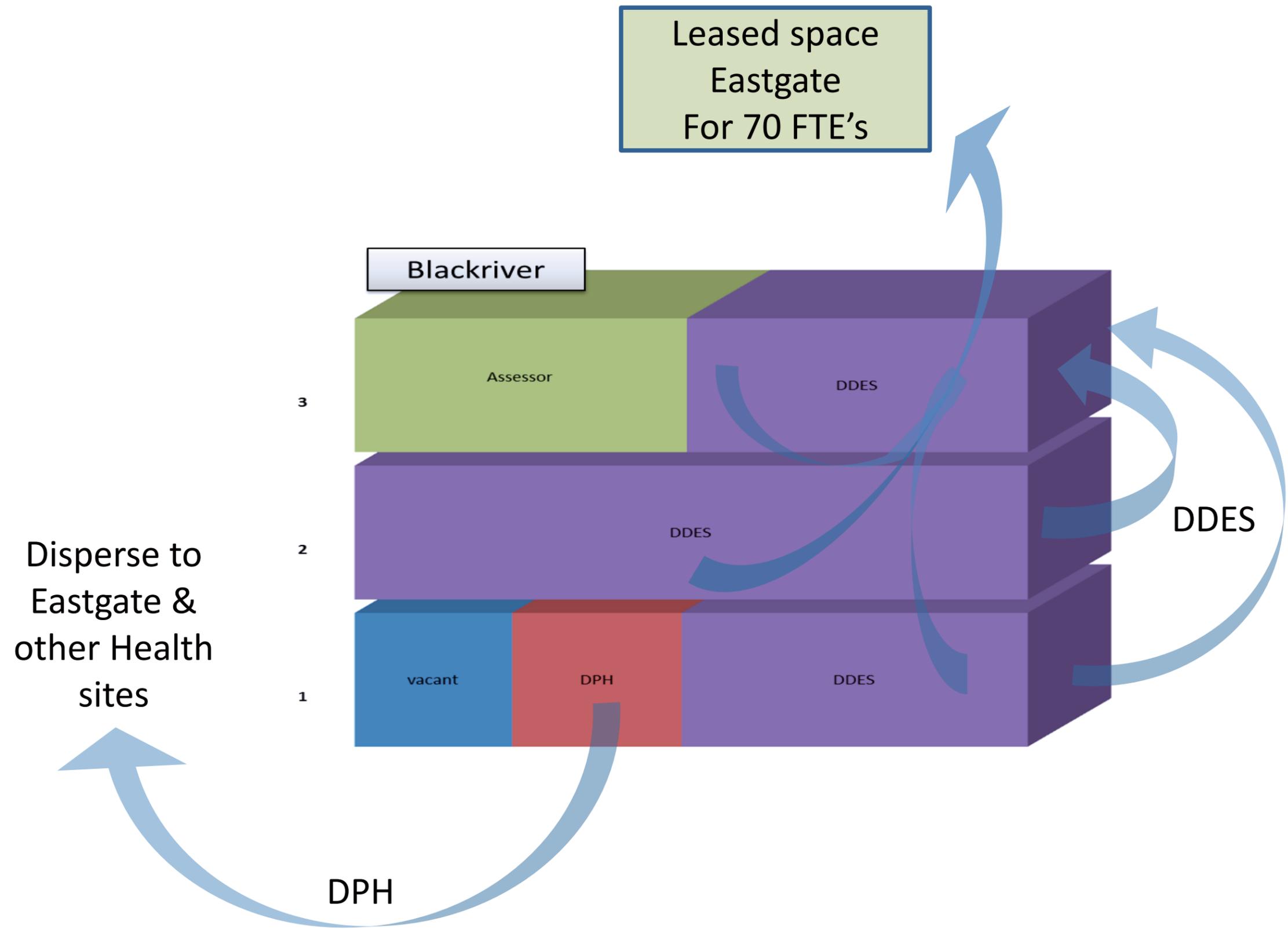
#### **Project Component #4 – Improve the efficiency of the Blackriver Building**

- *DPH Environmental Health staff relocate to existing DPH space at other DPH sites*
- *DDES relocates 70 staff to a leased space*
- *Remaining DDES staff consolidate on the 3<sup>rd</sup> floor of the Blackriver building until DDES no longer needs space in excess of the leased space*

The Blackriver 900 Building is significantly underutilized and its largest tenant, the Department of Development and Environmental Services (DDES) has downsized dramatically over the past few years. Furthermore, DDES would like to relocate to a portion of the County more central to their service area, unincorporated King County.

At a minimum, the DDES could reconfigure in space and reduce their current occupancy in the building by over 50% even at current staffing levels. The Department forecasts that they will downsize an additional 35 to 40 percent over the next few years creating further opportunities to reduce their occupancy footprint. As soon as possible, DDES would like to vacate the Blackriver Building entirely. If, indeed, this does occur, the County Assessor would likely be the only remaining County agency in the building. Thus the entire building would be vacant except one-half of a floor in this three floor building.

The FMD has engaged a real estate advisor to assess opportunities to either sell or sell and leaseback a portion of the Blackriver Building. Currently, the best strategy appears to be a sale and leaseback of one floor in the Blackriver Building with DDES leasing space for about 70 employees located more central to the remaining DDES service population in unincorporated King County. The general approach would have the occupancy in the Blackriver building be reduced as further downsizing occurs. Ultimately the Blackriver occupancy for DDES would be terminated. This approach may be altered as actual sale opportunities emerge.



Scenario check list	Goal	Deadline			
	Accomplished	9/1/2011	10/1/2011	12/31/2011	1/1/2012
<b>#4 - Blackriver Improved Efficiency</b>					
DDES consolidated on one floor	✓				
DDES - 70 staf moved to leased space	✓				
DPH relocate to existing DPH space	✓				
<b>Collateral Space Savings</b>					
DDES improved efficiency	✓				
DPH improved efficiency	✓				

## Completed Scenario Check List

Scenario check list	Goal	Move cost estimates	Estimated annual rent savings to
	Accomplished		
<b>Assessor's Office Consolidation</b>	✓	\$340,000	\$204,827
<b>#1- Relocate CID</b>			
relocate DES Admin	✓	covered by other appropriation	\$59,189
relocate OIRM staff from 6th fl. To 7th fl.	✓	\$94,000	\$394,980
CID	✓	covered by other appropriation	-\$65,382
<b>#2 - Accommodate Emerging Space Needs</b>			
BRC*	✓	\$184,000	\$0
OLEO (available by 7/1/2011)*	✓	\$8,000	\$0
OIRM IT Service Center*	✓	\$139,000	\$0
Vets	✓	\$110,000	\$6,000
OPD	✓	\$110,000	\$78,000
Labor Relations	✓	\$47,000	\$27,241
Safety and Claims	✓	\$151,000	\$5,947
<b>#3 - Relocate Yesler tenants floors 3 - 7</b>			
DOT	✓	\$346,000	\$285,513
DPH	✓	\$150,000	\$223,452
HRD	✓	\$24,000	\$153,796
Risk	✓	\$97,000	-\$2,985
DAJD - CCD	✓	\$32,000	unk at this time
DCHS Ombuds	✓	\$4,000	unk at this time
ADR	✓	\$8,000	included in DES Admin
OCRE	✓	\$14,000	\$9,444
BRB	✓	\$25,000	unk at this time
DC Training Room	✓	\$3,000	unk at this time
<b>#4 - Blackriver Improved Efficiency</b>			
DDES improved efficiency	✓	\$194,000	\$598,101
DPH - EH improved efficiency	✓	\$0	\$131,032
<b>Collateral Space Savings</b>			
OIRM improved efficiency	✓		
DES Admin improved efficiency	✓		
DCHS improved efficiency	✓		
DPH improved efficiency	✓		
DOT improved efficiency	✓		
OLR improved efficiency	✓		
DES - Risk Mgmt improved efficiency	✓		
DDES improved efficiency	✓		
DPH improved efficiency	✓		
Total		\$2,080,000	\$2,109,156
*new			

## Cost and Savings Assumptions and Move Cost Estimates

The following cost and savings assumptions were used in all move scenarios outlined above. The standard cost assumptions were used to develop conservative preliminary cost targets for individual moves. The following cost and savings assumptions were used in the short term move scenario.

Move and TI cost assumptions	Move Costs*	Data & Telephone*	new secondary market cubicle*	cubicle reconfiguration*	Modest Tenant Improvements** (misc patching, painting, carpet repair)	Minor Tenant Improvements**
# of FTE	\$500.00	\$1,500.00	\$2,500.00	\$1,000.00	\$15.00	\$5.00
* per FTE						
** per usesqft.						
Agency will bear the cost of changes to letterhead, business cards, directional information to the public.						

All cost are 2011 and charge per rentable square feet	O&M	MMRF	debt service	lease cost
Yesler	\$12.10	\$9.72		
Administration	\$13.49	\$4.46		
Chinook	\$9.36	\$1.11	\$21.00	
KCCH	\$13.07	\$6.81		
Kingstreet	\$6.83	\$0.97	\$18.40	
Blackriver	\$10.21	\$4.45	\$9.19	
MRJC	\$16.28	\$2.93		
Walthew				\$26.00
Downtown Public Health				\$24.00
7300 building at KCIA	\$5.00			\$13.00
Estimated leaseback rate @ Blackriver				\$20.00
Estimated lease rate for outside space				\$20.00
The Overhead Building Occupancy charge assessed on non general fund agency's has not been included in the cost savings calculations. This charge is not assessed by FMD.				

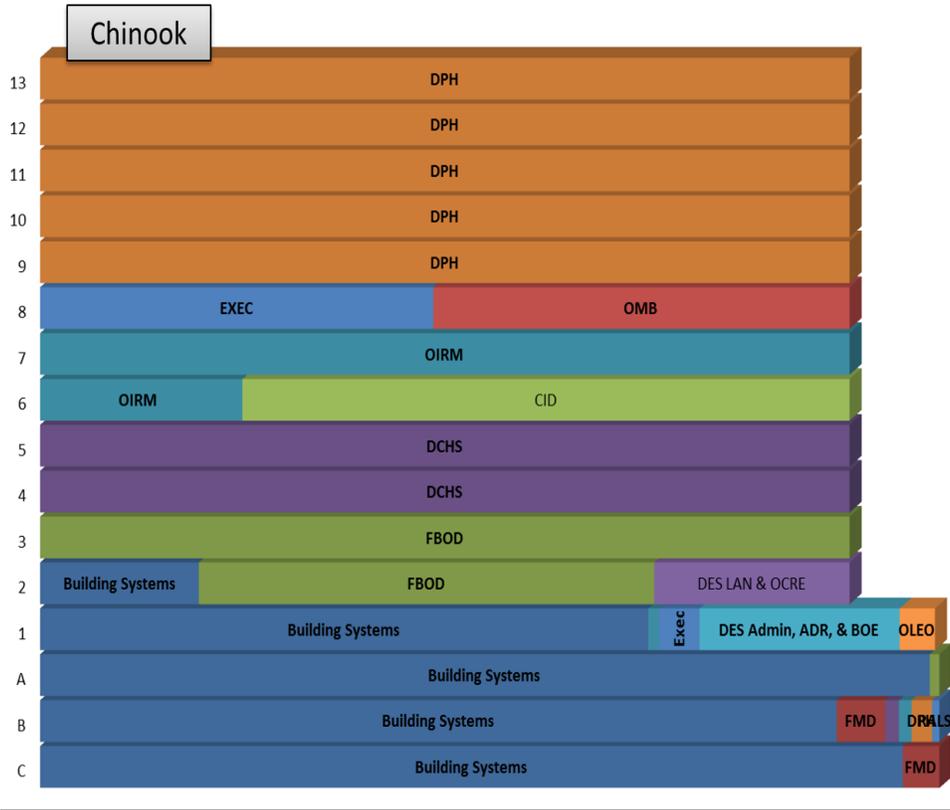
The estimated move costs highlighted in the "Completed Scenario Checklist" above tally up to just under \$2.1 million. These estimates are made using a standard costing model described above that take into consideration the number of full time equivalent positions moving and the usable square feet to be occupied after the move. The estimates also were based on assumptions about the number of new secondary market workstations needed and the number of workstation modifications that would be necessary to implement the move. The estimates were also based on standard assumptions as to whether or not no tenant improvements would be necessary, minor

tenant improvements would be necessary, or modest tenant improvements would be necessary. Where necessary, we have added estimated costs for known unique aspects of individual moves. However, those estimates have not gone through a technical scoping and cost estimating methodology. They are only rough order of magnitude estimates. The resulting estimates can be considered conservatively high and should be treated as preliminary targets only. These estimates will be further refined as individual spaces are programmed and specific tenant improvement and furnishing plans are developed. FMD believes that a target of achieving actual costs of 50 to 75 percent of these estimates is attainable with vigilant containment of costs as each move is planned out and executed.

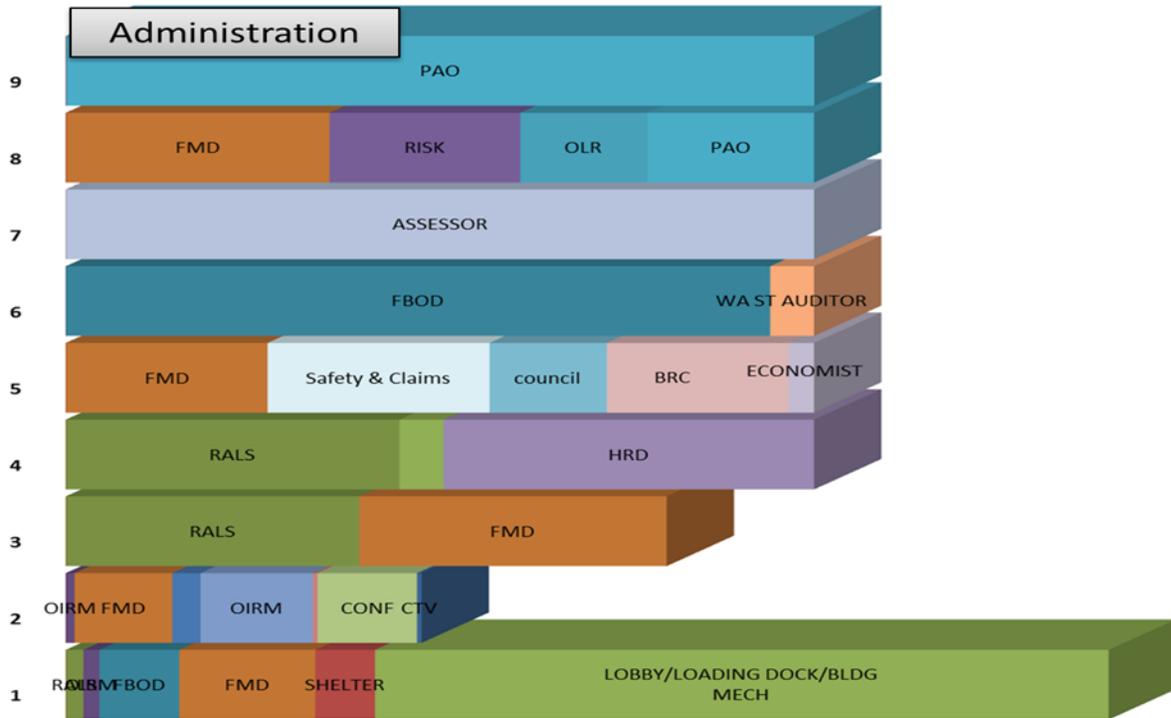
As stated previously, FMD recommends the establishment of a managed fund to cover the cost of these moves. Once each move is programmed and specific scope and cost estimates are made, funds could be released to execute the moves.

### **Building Profiles Once All Moves are Implemented**

Following represent the building profiles after all short-term moves are implemented. The recommended “after move” outcome is a current recommendation which may change in an extremely dynamic budget environment. Changes to this plan will undoubtedly occur as more information emerges through detailed planning and execution of individual moves.

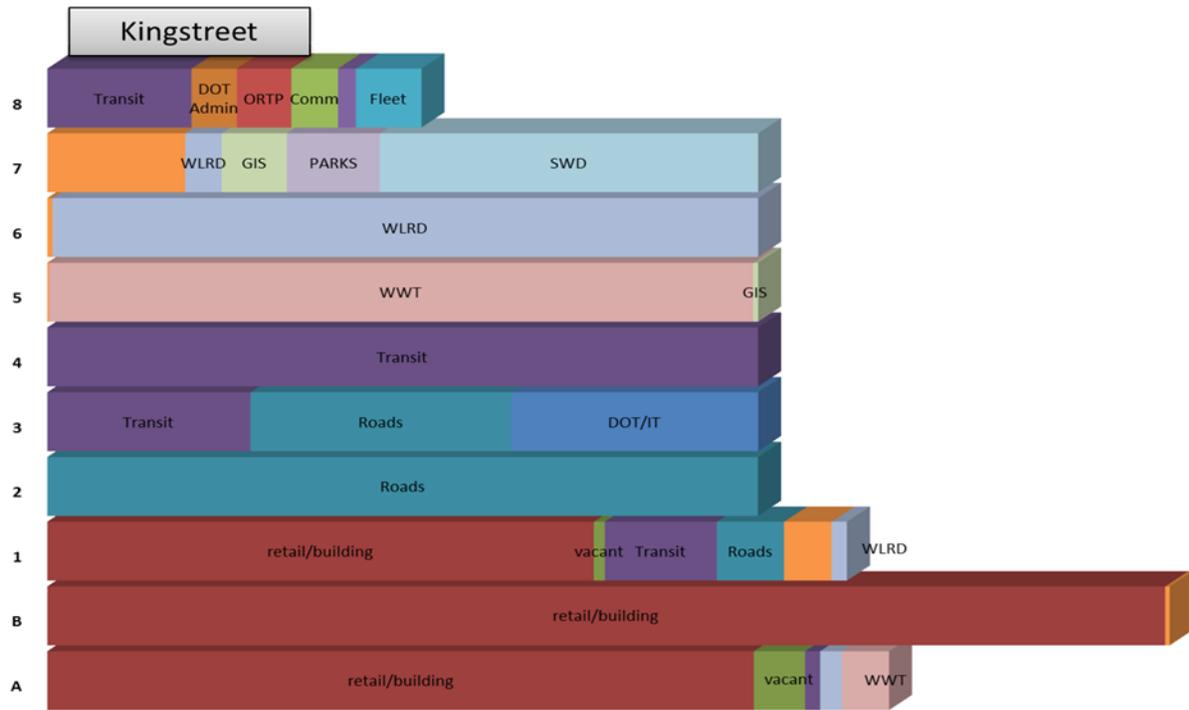


floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied	occupied spaces	# of identified vacant cubes and offices	vacancy rate
13	DPH	103	18,203	22,226	\$699,452	\$6,791	177	216	108	11	9%
12	DPH	128	18,720	22,811	\$717,862	\$5,608	146	178	133	0	0%
11	DPH	120	18,720	22,811	\$717,862	\$5,982	156	190	132	0	0%
10	DPH	126	18,720	22,811	\$717,862	\$5,697	149	181	129	6	4%
9	DPH	111	18,816	22,914	\$721,104	\$6,496	170	206	119	17	13%
8	Exec	28	7,588	11,266	\$354,541	\$12,662	271	402	36	4	10%
8	OMB	42	7,665	11,379	\$358,097	\$8,526	183	271	54	6	10%
7	OIRM	129	18,973	22,896	\$720,537	\$5,586	147	177	132	0	0%
6	OIRM	30	5,677	7,461	\$234,798	\$7,827	189	249	39	0	0%
6	KCSO - CID	79	11,700	15,502	\$487,848	\$6,175	148	196	99	0	0%
5	DCHS	106	18,830	22,984	\$723,306	\$6,824	178	217	122	15	11%
4	DCHS	124	18,887	22,963	\$722,646	\$5,828	152	185	129	0	0%
3	FBOD	83	19,006	22,915	\$721,135	\$8,688	229	276	110	4	4%
2	FBOD	36	10,286	14,031	\$441,560	\$12,266	286	390	41	12	23%
2	DES LAN/OCRE	13	2,865	3,853	\$121,240	\$9,326	220	296	17	0	0%
1	OLEO	2	631	792	\$24,924	\$12,462	316	396	2	0	0%
1	DES Admin/BOE/ADR	15	3,657	4,590	\$144,447	\$9,630	244	306	16	0	0%
TOTAL		1260	218,943	274,205	\$8,484,775	\$6,734	174	218	1418	75	5%

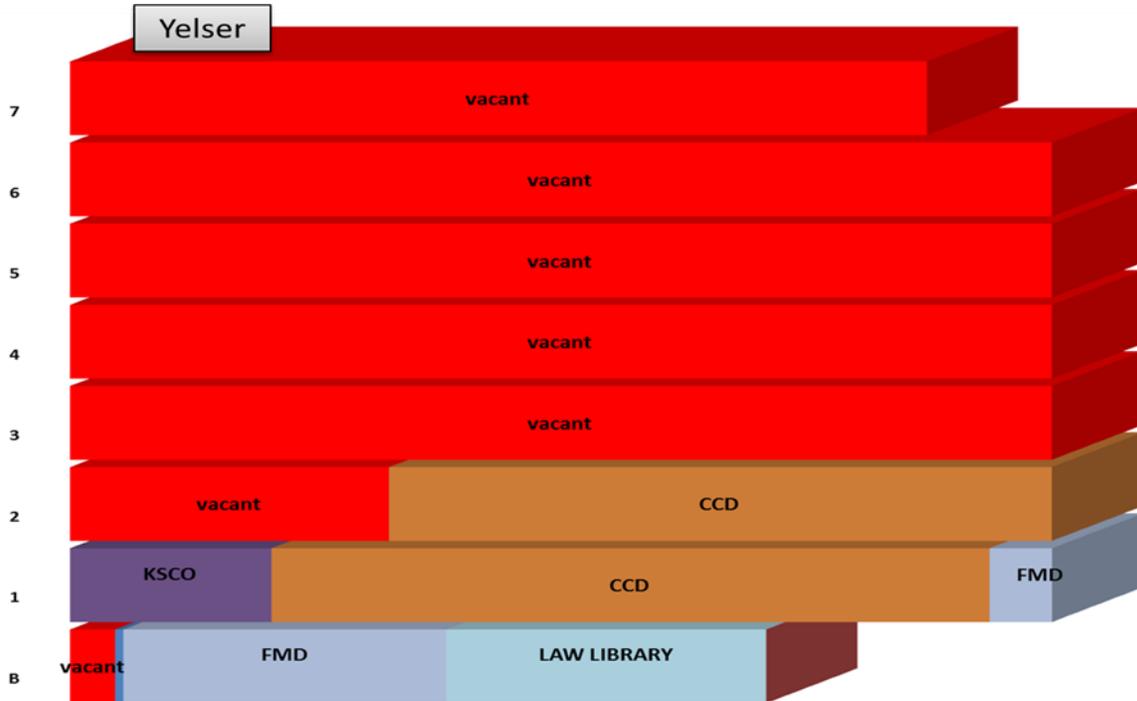


floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied
9	PAO	55	21,767	26,857	\$482,089	\$8,765	396	488
8	PAO	14	4,575	5,986	\$107,443	\$7,675	327	428
8	RISK	22	6,306	8,250	\$148,095	\$6,732	287	375
8	OLR	14	2,416	3,161	\$56,735	\$4,052	173	226
8	FMD	30	7,231	9,461	\$169,823	\$5,661	241	315
7	Assessor	117	20,534	26,860	\$482,141	\$4,121	176	230
6	FBOD	74	19,132	25,277	\$453,719	\$6,131	259	342
6	Wash State	varies	1,197	1,581	\$28,377			
5	BRCC	42	5,679	7,495	\$134,535	\$3,203	135	178
5	Safety & Claims	29	5,290	6,982	\$125,327	\$4,322	182	241
5	Council	3	3,195	4,216	\$75,683	\$25,228	1065	1405
5	FMD	22	5,484	7,237	\$129,908	\$5,905	249	329
5	Economist	3	697	920	\$16,509	\$5,503	232	307
4	RALS	39	9,075	11,076	\$198,814	\$5,098	233	284
4	HRD	49	10,082	12,305	\$220,875	\$4,508	206	251
3	RALS	28	7,954	10,622	\$190,667	\$6,810	284	379
3	FMD	17	8,336	11,132	\$199,819	\$11,754	490	655
2	FMD	14	3,464	4,229	\$75,911	\$5,422	247	302
2	OIRM It Service Center	20	3,091	3,774	\$67,742	\$3,387	155	189
Total		592	145,504	187,421	\$3,364,209	\$5,683	246	317

Configuration of this building does not lend itself to easily determine the number of vacant cubicles



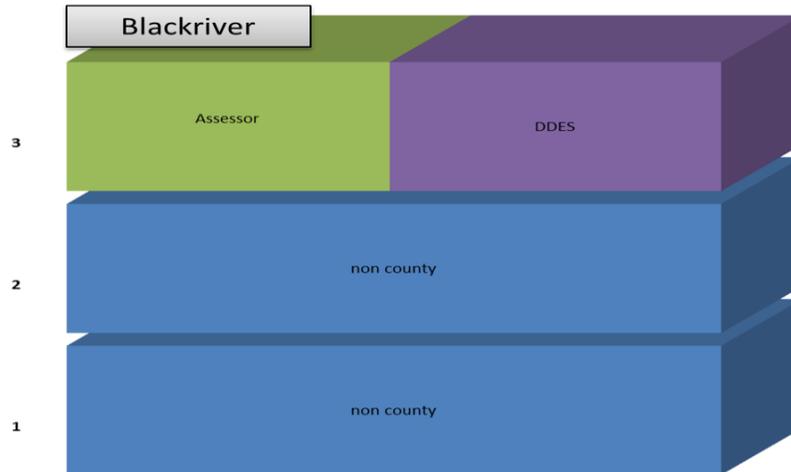
floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied	occupied spaces	# of identified vacant cubes and offices	vacancy rate
8	DOT	98	17,016	25,272	\$662,126	\$6,756	174	258	103	7	6%
7	DNRP	191	27,417	45,338	\$1,187,856	\$6,219	144	237	199	21	10%
6	DNRP	219	31,782	46,364	\$1,214,737	\$5,547	145	212	233	20	8%
5	DNRP	237	39,687	46,404	\$1,215,785	\$5,130	167	196	245	14	5%
4	DOT	197	32,554	46,495	\$1,218,169	\$6,184	165	236	218	12	5%
3	DOT	224	31,573	46,865	\$1,227,863	\$5,482	141	209	235	5	2%
2	DOT	161	34,994	41,401	\$1,084,706	\$6,737	217	257	189	7	4%
Total		1327	215,023	298,139	\$7,811,242	\$5,886	162	225	1422	86	6%



floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied
7	Vacant		7,867	9,112				
6	Vacant		12,405	13,852				
5	Vacant		10,913	13,764				
4	Vacant		10,654	13,309				
3	Vacant		12,558	13,503				
2	Vacant		4,776	5,343				
2	DAJD	9	2,870	3,211	\$70,064	\$7,785	319	357
2	DAJD - Training Space	0	3,471	3,884	\$84,749			
1	DAJD*	36	7,944	9,244	\$201,704	\$5,603	221	257
1	KCSO	4	2,227	2,591	\$56,536	\$14,134	557	648
	Total	49	75,684	87,813	\$413,053	\$8,430	1545	1792

\* Includes contract staff

Configuration of this building does not lend itself to easily determine the number of vacant cubicles



floor	dept	# of FTE occupied cubes/offices	useable square feet	rentable square feet	cost of space	cost of space per occupied	useable square feet per occupied	rentable square feet per occupied
3	Assessor	79	11,187	12,265	\$245,300	\$3,105	142	155
3	DDES	59	11,486	12,592	\$251,840	\$4,268	195	213
2	non county		21,487	23,563				
1	non county		19,980	21,819				
Total	County Space	138	22,673	24,857	\$497,140	\$3,602	164	180
Total	Building		64,140	70,239				

Configuration of this building does not lend itself to easily determine the number of vacant cubicles



**Department of Executive Services**

**2011**

**King County**

**Real Property Asset Management Plan**

**Volume III of III**

**Appendices**

**Prepared by:**

**Facilities Management Division**

**Kathy Brown, Division Director**

## King County Real Property Asset Management Plan

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### Appendices

- Appendix A King County 2010-2014 Strategic Plan Challenges
- Appendix B Legal Framework: Real Property Portfolio Management
- Appendix C Legal Framework: Operations and Maintenance
- Appendix D Legal Framework: Environmental Sustainability
- Appendix E Legal Framework: Disaster Preparedness and Facility Security
- Appendix F Legal Framework: Integrated Workplace Legislative Authorities and Requirements (includes Space Plans/Planning)
- Appendix G 2006 Building Conditions
- Appendix H 2011 Space Survey Color Floor Plans of seven core buildings: Administration Building, Blackriver Building, Chinook Building, King County Courthouse, King Street Center, Maleng Regional Justice Center, and the Yesler Building
- Appendix I 2011 Space Survey – Building/Department FTE Review
- Appendix J King County Space Standards

## **Appendix A**

**King County Strategic Plan 2010 – 2014  
Challenges: What challenges does King County  
face, both inside and outside the organization?**

### **King County Strategic Plan 2010 – 2014 Challenges: What challenges does King County face, both inside and outside the organization?**

Prior to setting goals and strategies for the future, it is important for an organization to identify what the state of the world is today and what challenges we are currently facing. King County faces many challenges both within and outside the organization. The goals and strategies articulated later in the plan are intended to address these challenges and move the county toward its vision.

#### **External Challenges**

**Fiscal constraints:** King County has and will continue to face significant budget gaps for the foreseeable future. These budget gaps result in large part from state and federal revenue limitations. In this era of limited resources, the county will need to identify how to continue to provide services to a growing population. Recent national economic problems further heightened the gap between available revenues and the County's cost of delivering local and regional services at previously approved service levels.

**Lack of trust in government:** All governments face challenges restoring the public's trust and establishing better accountability to residents. King County is no different. Transparency and accountability will be central to achieving the desired outcomes of the strategic plan.

**Changing customer base and expectations:** King County's customers are changing in several important ways. Demographic changes mean King County is serving a more diverse population than ever before. King County now has 23 percent of its population speaking English as a second language with up to 100 different languages spoken. Gaps continue to grow in terms of income, and seniors make up a great portion of our population than ever before. Changes in technology and other innovations are leading to changing customer expectations for how government services are delivered.

**King County's regional and local roles:** King County faces challenges in its roles as both a regional and local service provider. King County's local responsibilities are shifting more heavily to the rural areas as urban unincorporated areas annex to cities. Meanwhile, King County's role as a regional provider of services, such as transit and criminal justice, has grown more complex as the region has grown. These changes have had significant impacts on both King County's revenue streams and service delivery.

**Threats to human and environmental health:** King County is facing an increasingly complex and diverse array of large scale threats of natural and human origin—from more immediate threats like the influenza pandemic and Green River flooding to longer-term issues like saving Puget Sound and protecting ourselves from the impacts of climate change. These are long-term issues that require the county to act with urgency in the short-term while proactively assessing risk and planning for future disasters, health threats, and environmental changes.

### Internal Challenges

**Customer service and satisfaction:** Community members highlighted a number of areas in which King County could improve customer service and satisfaction. Most notable was the fact that many residents have difficulty getting in contact with the right person at King County who can help them. Other areas for improvement include issues with specific services, access to services, and language barriers.

**Cost of doing business:** To improve the public's trust and long term financial challenges, King County needs to address its cost of doing business collaboratively with its partners and workforce. The county currently has an unsustainable cost structure with an annual growth rate well above inflation. The public and elected officials want the county to "tighten its belt" to meet current and future financial realities.

**Regional partnerships:** King County's regional role means the county needs to work in close partnership with cities. This critical need for partnerships hasn't always been adequately recognized by the county. Cities specifically noted that they would like King County to better partner by playing a variety of roles including regional convener, equal partner, and regional leader.

**Coordination across diverse service areas and agencies:** As a large, complex organization with numerous lines of business, it has been challenging for the county to find ways to efficiently and effectively work across departments and agencies toward a common purpose. County employees and the public both told us that they expected us to work more collaboratively as a single organization.

**Lack of public understanding of what King County does:** One of the major findings from our community survey work was that a large number of county residents were generally unfamiliar with the breadth and diversity of county services and programs. This has implications for how we deliver services, levels of service we can provide, our funding, and our standing or reputation in the community.

**Engagement with employees:** County employees want more meaningful ways to shape the direction and quality of county services. Employees feel they have positive contributions to make in ensuring programs are managed more effectively and efficiently. King County's challenges are both complex and wide reaching. Developing ways to manage and address these issues is the only way King County will be able to achieve its goals on behalf of the community over the next five years. The proposed solutions to these challenges are the focus of this Strategic Plan.

## **Appendix B**

### **King County Code/Ordinances/Motions/Reports Summary**

**Updated: January 1, 2011**

This document has been assembled to inform the development of the King County Real Property and Integrated Workplace Strategic Plan. Document retrieval ended on 11/1/2010. While efforts were made to make the references to the county's framework for Real Property Asset Management complete, no one should assume that the document is complete. Prior to making a judgment or taking an action regarding real property, it is advised that original research be conducted in a timely manner

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# King County Real Property Asset Management

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## Real Property Portfolio Management

### King County Strategic Plan 2010 – 2014

#### Objective 2. Plan for the long-term sustainability of county services

Strategy 2a. Manage the county's assets and capital investments in a way that maximizes their productivity and value

### King County Charter

#### Article 4 Financial Procedures Section 495 Illegal Contracts.

Except as otherwise provided by ordinance, any contract in excess of an appropriation shall be null and void; and any officer, agent or employee of the county knowingly responsible shall be personally liable to anyone damaged by his action. The county council when requested to do so by the county executive may adopt an ordinance permitting the county to enter into contracts requiring the payment of funds from appropriations of subsequent fiscal years, but real property shall not be leased to the county for more than one year unless it is included in a capital budget appropriation ordinance

#### Article 8 General Provisions Section 815 Contracts and Procurement Processes.

The construction of all public buildings and works shall be performed by independent contractors except as provided otherwise in this charter or by general law. County employees may perform county road projects up to the separate project cost limits authorized by general law for the performance of public buildings and works by county employees. The county shall purchase all property and award all contracts by procurement processes established by ordinance or general law. (Ord. 12846 § 2, 1997; Ord. 8650 § 1, 1988).

### King County Code (10/15/2010)

#### Title 2: Administration

#### 2.16.020 Executive branch of county government – policy regarding organizational structure

- A. The organization of the executive branch, as described in this section of the code, is intended to comply with Article 3 of the King County Charter. Accordingly, the executive branch shall consist of:
1. The county executive;
  2. The county administrative officer;
  3. Specific organizational units, classified “administrative offices” assigned to the county administrative officer, having a specified function by which it will assist that officer in performing assigned responsibilities;
  4. Specific organizational units, classified “executive departments” determined by major assigned function or process; and
  5. Specific organizational units within departments and administrative offices, where created by ordinance, classified “divisions” to which will be delegated the responsibility of efficiently and effectively carrying out assigned departmental or office functions and duties.
- B. County agencies referenced in this chapter, and county boards, commissions, committees and other multimember bodies except the board of appeals and the personnel board, shall

# King County Real Property Asset Management

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individually and collectively constitute the organizational structure of the executive branch of King County government.

- C. Titles of agencies of the executive branch of county government as used in this section shall be the official organizational unit titles. Where necessary or appropriate, the clerk of the council is authorized to change the titles of executive branch agencies where appearing in other ordinances or sections of the code to conform with the unit titles used in this chapter.
  - D. The director of each executive department, chief officer of each administrative office, and manager of each division may exercise the powers vested in that department, administrative office, or division. None of these positions may exercise authority over another organizational unit for more than sixty days without council approval by ordinance, though this shall not be construed to limit the authority of a department director or chief officer of an administrative office over divisions within his or her department or office.
- B.
- 1. To ensure accountability, efficiency, internal control and consistency, each executive department, administrative office and division may provide administrative and technical support to functions and duties for which other executive departments, administrative offices or divisions have primary responsibility. The support shall be provided in conjunction with the departments, offices or divisions that have primary responsibility for the functions and duties. The support may include, but is not limited to, the following:
    - a. human resources and payroll;
    - b. budget preparation and submittal, and financial and fiscal management;
    - c. information, communication, media and community relations, printing, graphics, mail, records management and public disclosure;
    - d. facilities and leased space maintenance and management;
    - e. program analysis, and contract and performance evaluation and review;
    - f. information systems and technology development, managed by the chief information officer through department-level information technology service delivery managers and service delivery plans approved by the chief information officer and department directors;
    - g. grants management; and
    - h. liaison with county and external auditors.
  - 2. To assist executive agencies to properly perform their assigned functions and duties, executive agencies may establish and maintain contacts with state and federal agencies that regulate or provide financial assistance to the programs for which the agencies are responsible, monitor state and federal legislative initiatives, and provide input to and on the county's legislative agenda through processes prescribed by the council.
  - 3. To ensure the county complies with applicable state and federal laws, regulations and requirements, executive agencies may undertake duties and functions as may be assigned by the executive and not assigned to another agency by the council.
- C. Except as otherwise assigned by the council, all executive agencies shall provide support services to citizen advisory committees that are established by the council. (Ord. 15559 § 2, 2006: Ord. 14199 § 12, 2001: Ord. 11955 § 2, 1995).

## **2.16.035 Department of Executive Services**

The county administrative officer shall be the director of the department of executive services. The department shall include the records and licensing services division, elections division, the

## King County Real Property Asset Management

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finance and business operations division, the human resources management division, the facilities management division, the administrative office of risk management, the administrative office of emergency management and the administrative office of civil rights. In addition, the county administrative officer shall be responsible for providing staff support for the board of ethics.

- E. The duties of the facilities management division shall include the following:
1. Overseeing space planning for county agencies;
  2. Administering and maintaining in good general condition the county's buildings except for those managed and maintained by the departments of natural resources and parks and transportation;
  3. Operating security programs for county facilities except as otherwise determined by the council;
  4. Administering all county facility parking programs except for public transportation facility parking;
  5. Administering the supported employment program;
  6. Managing all real property owned or leased by the county, except as provided in K.C.C. chapter 4.56, ensuring, where applicable, that properties generate revenues closely approximating fair market value;
  7. Maintaining a current inventory of all county-owned or leased real property;
  8. Functioning as the sole agent for the disposal of real properties deemed surplus to the needs of the county;
  9. In accordance with K.C.C. chapter 4.04, providing support services to county agencies in the acquisition of real properties, except as otherwise specified by ordinance;
  10. Issuing oversized vehicle permits, franchises and permits and easements for the use of county property except franchises for cable television and telecommunications;
  11. Overseeing the development of capital projects for all county agencies except for specialized roads, solid waste, public transportation, airport, water pollution abatement and surface water management projects;
  12. Being responsible for all general projects, such as office buildings or warehouses, for any county department including, but not limited to, the following:
    - a. administering professional services and construction contracts;
    - b. acting as the county's representative during site master plan, design and construction activities;
    - c. managing county funds and project budgets related to capital improvement projects;
    - d. assisting county agencies in the acquisition of appropriate facility sites;
    - e. formulating guidelines for the development of operational and capital improvement plans;
    - f. assisting user agencies in the development of capital improvement and project program plans, as defined and provided for in K.C.C. chapter 4.04;
    - g. formulating guidelines for the use of life cycle cost analysis and applying these guidelines in all appropriate phases of the capital process;
    - h. ensuring the conformity of capital improvement plans with the adopted space plan and approved operational master plans;
    - i. developing project cost estimates that are included in capital improvement plans, site master plans, capital projects and annual project budget requests;

## King County Real Property Asset Management

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- j. providing advisory services, feasibility studies or both services and studies to projects as required and for which there is budgetary authority;
- k. coordinating with user agencies to assure user program requirements are addressed through the capital development process as set forth in this chapter and in K.C.C. Title 4;
- l. providing engineering support on capital projects to user agencies as requested and for which there is budgetary authority; and
- m. providing assistance in developing the executive budget for capital improvement projects; and
- n. Providing for the operation of a downtown winter shelter for homeless persons between October 15 and April 30 each year.

### **2.16.140 Department of Transportation – Duties – Divisions**

- F. The department of transportation is responsible to manage and be fiscally accountable for the road services division, transit division, fleet administration division, airport division and marine division. The department shall perform the metropolitan public transportation function as authorized in chapter 35.58 RCW, K.C.C. Title 28 and other applicable laws, regulations and ordinances; provided, that financial planning for and administration of the public transportation function shall be conducted consistent with financial policies as may be adopted by the council. The department shall administer the county roads function as authorized in applicable sections of Titles 36 and 47 RCW and other laws, regulations and ordinances as may apply. The department's functions include, but are not limited to, the activities set forth in subsections B. through F. of this section for each division, administration of grants and the coordination of transportation planning activities with other county agencies and outside entities to integrate transportation planning and land use planning.
- G. The road services division is responsible to design, construct, maintain and operate a comprehensive system of roadways and other transportation facilities and services to support a variety of transportation modes for the safe and efficient movement of people and goods and delivery of services. The duties of the division shall include the following:
  - 1. Designing, constructing and maintaining county roads, bridges and associated drainage facilities;
  - 2. Designing, installing and maintaining county traffic signs, markings and signals;
  - 3. Designing, installing and maintaining bicycle and pedestrian facilities;
  - 4. Managing intergovernmental contracts or agreements for services related to road maintenance and construction and to other transportation programs supporting the transportation plan;
  - 5. Inspecting utilities during construction and upon completion for compliance with standards and specifications; assuring that public facilities disturbed due to construction are restored;
  - 6. Performing detailed project development of roads capital improvement projects that are consistent with the transportation element of the county's Comprehensive Plan, and coordinating such programming with other county departments and divisions assigned responsibilities for Comprehensive Plan implementation;

## King County Real Property Asset Management

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7. Incorporating into the roads capital improvement program those projects identified in the transportation needs report, community plans, related functional plans and elsewhere consistent with the county's Comprehensive Plan;
  8. Preparing, maintaining and administering the county road standards;
  9. Preparing and administering multi-year roads maintenance and capital construction plans and periodic updates;
  10. Administering the transportation concurrency and mitigation payment programs; and
  11.
    - a. Performing the duties of the office of the county road engineer, which is hereby established as an administrative office of the road services division. The office of the county road engineer shall be an office of record, supervised by the county road engineer hired in accordance with RCW 36.80.010 and reporting to the division director of the road services division. The office of the county road engineer shall be located within the corporate limits of the county seat.
    - b. The county road engineer shall carry out all duties assigned to the county road engineer as prescribed by state statute, except as modified by the county executive as authorized in subsection B.11.c. of this section.
    - c. The county executive may assign professional engineering duties of the county road engineer to someone other than the county road engineer, except as otherwise assigned by King County Code, and only if the individual assigned those duties shall be qualified as required under RCW 36.80.020. The executive shall provide to the county council and the Washington State County Road Administration Board, in writing, those specific professional engineering duties not assigned to the county road engineer, the name and position of each person responsible for carrying out those assigned duties, the specific reporting and working relationships with the county road engineer and the duration for which those duties have been assigned.
- B.
1. The transit division is responsible for the operation and maintenance of a comprehensive system of public transportation services in King County. The duties of the division shall include the following:
    - a. providing all necessary customer services including telephone and other customer information and support systems; managing sales and distribution of fare media, research, market strategies and marketing functions;
    - b. implementing programs, policies and strategies for the public transit in King County; developing and scheduling new products and service and managing contract services;
    - c. developing and implementing transportation programs under the Americans with Disabilities Act of 1990 (ADA) including preparing policy recommendations and service models and contracting for the delivery of service;
    - d. delivering and managing transit service in the county including service quality and service communication functions;
    - e. managing and maintaining the transit system infrastructure, including trolley power distribution and overhead systems, bases, customer facilities, and the radio communication and data system;
    - f. maintaining transit rolling stock including all revenue vehicle fleets and those vehicles required to support the operation of the transit system, except such vehicles as may be included in the motor pool; managing a central stores function, unit repair

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- facilities and all purchasing activities relative to the procurement of the revenue vehicle fleet;
- g. managing the design, engineering and construction management functions related to the transit capital program including new facilities development and maintenance of existing infrastructure; providing support services such as project management, environmental review, permit and right-of-way acquisitions, schedule and project control functions;
  - h. managing rideshare operations functions including vanpool, carpool, and regional ride matching programs; and
  - i. preparing and administering public transportation service and supporting capital facility plans and periodic updates.
2. The council may assign responsibility for services ancillary to and in support of the operation and maintenance of the metropolitan public transportation system under chapter 35.58 RCW, including, but not limited to, human resources, accounting, budgeting, finance, engineering, fleet administration, maintenance, laboratory, monitoring, inspection and planning, as it determines appropriate.
- C. The duties of the fleet administration division shall include the following:
1. Acquiring, maintaining and managing the motor pool and equipment revolving fund for fleet vehicles and equipment including, but not limited to, vehicles for the department of natural resources and parks, facilities management division, and transportation nonrevenue vehicles. Transportation department vehicles determined by the director to be intricately involved in or related to providing public transportation services shall not be part of the motor pool;
  2. Establishing rates for the rental of equipment and vehicles;
  3. Establishing terms and charges for the sale of any material or supplies which have been purchased, maintained or manufactured with money from the equipment revolving fund;
  4. Managing training programs, stores function and vehicle repair facilities;
  5. Administering the county alternative fuel program and take-home assignment of county vehicles policy; and
  6. Inventorying, monitoring losses and disposing of county personal property in accordance with K.C.C. chapter 4.56.
- D. The airport division is responsible for managing the maintenance and operations of the King County international airport. The duties of the division shall include the following:
1. Developing and implementing airport programs under state and federal law including preparing policy recommendations and service models;
  2. Managing and maintaining the airport system infrastructure;
  3. Managing, or securing services from other divisions, departments or entities to perform, the design, engineering and construction management functions related to the airport capital program including new facilities development and maintenance of existing infrastructure; providing support services such as project management, environmental review, permit and right-of-way acquisitions, schedule and project control functions; and
  4. Preparing and administering airport service and supporting capital facility plans and periodic updates.
- E. The marine division is responsible for the administration, maintenance and operation of passenger ferry service on a contract basis for the King County Ferry District. The duties of the division shall include the following:

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1. Managing, acquiring, constructing and maintaining the ferry district's marine transportation system infrastructure;
2. Managing, or securing services from other divisions, departments or entities, to perform the design, engineering and construction management functions related to the passenger ferry capital program including vessel procurement, new facilities development and maintenance of existing infrastructure;
3. Providing support services to the ferry district such as project management, grants management, procurement, labor negotiations, environmental review, permit and real property acquisitions; and
4. Planning, administering and operating passenger ferry service in accordance with agreements between the county and the King County Ferry District. (Ord. 15972 § 1, 2007: Ord. 15049 § 1, 2004: Ord. 14199 § 20, 2001: Ord. 13997 § 1, 2000: Ord. 12441 § 4, 1996: Ord. 11955 § 11, 1995).

## **2.68.005 Justice Court District Plan: Purpose and Intent**

- A. The King County council finds that a unified, countywide district court, utilizing existing court facilities as satellites, while at the same time supporting the concept of local filing and handling of cases, would provide for a more equitable and cost-effective system of justice for the citizens of King County. It is the intent of council to establish such a unified district court system.
- B. The council has received the districting committee report dated September 28, 1988, which unanimously recommended to the council the concept of a unified single district court. The council finds that the interest and welfare of the public would be best served by a unified single district court. This would provide the best institutional setting for district courts. While recognizing and respecting the constitutional separation of power, the council would encourage the court to continue moving forward, under the administrative authority of a strong presiding judge, to achieve and enhance equity in policies, uniform court rules, forms and administrative procedures, standard personnel classification and procedures, flexibility for judicial assignments in order to balance the workload of the various satellite facilities, and achieve overall cost savings where found appropriate through centralization and consolidation of facilities, personnel and case assignments.
- C. While the council recognizes the importance of meeting the needs of all citizens it serves in the region, it also recognizes the need to operate in a cost-effective manner in order to address continuing current expense deficits. The council supports the provision of district court services throughout the county, but also expects that county agencies, including the district court, provides services in the most cost-effective way. As a consequence, the council is amending the county district court plan for 2003 to reduce the number of court divisions and provide for greater flexibility in the court's allocation of resources and facilities.
- D. As a result of the 2004-05 planning effort, the councils further reaffirms that it is county policy that to retain for the long term the aspiration to be the court of choice for court of limited jurisdiction in the county, focusing its energy and resources on improving operations and services balancing the needs of citizens, the court, the county and the cities. The council finds that the district court should develop and apply quality service standards and measures for its operations. The council also finds that the county shall:

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1. Continue to support problem-solving courts, improving access to problem-solving courts and incorporating problem-solving courts in the district court's planning process;
2. Continue and make explicit the strategy of improving efficiency through unification of governance, administration and planning, centralizing workload where appropriate;
3. Continue to develop and implement technological improvements to support the district court operations in order to increase access to court services and information;
4. Continue to support the district court's function to serve cities through contracts and support flexibility in providing services and facilities for district court customers;
5. Continue to support a unified, countywide district court, using existing facilities, to provide for a more equitable and cost-effective system of justice for the citizens of King County:
  - a. ensuring court facilities promote system efficiencies, quality services and access to justice;
  - b. consolidating district court facilities that exist in the same city;
  - c. reconsidering facilities if there are changes with contracting cities or changes in leases; and
6. Work together with stakeholders to gain cooperation and assistance to meet the needs of the judicial system at the state and local levels. (Ord. 15195 § 2, 2005: Ord. 14374 § 4, 2002: Ord. 8935 § 3, 1989. Formerly K.C.C. 2.68.060).

## **Title 4: Revenue and Financial Regulation**

### **4.04.020 Budget Reporting Systems: Budgeting System Definitions (selected)**

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- A. "Acquisition of right of way" or "land acquisition" means funds budgeted for the purchase of property rights, excluding county force charges of the facilities management division.

### **4.04.040 Preparation and administration of budget (selected)**

- A. The council and executive shall execute the following responsibilities in order to accomplish the preparation and distribution of the budget and budget document.
  5.
    - a. Except as otherwise provided in this subsection B.5. of this section, no agency shall expend or contract to expend any money or incur any liability in excess of the amounts appropriated. Any contract made in violation of this section shall be null and void; any officer, agent or employee of the county knowingly responsible under such a contract shall be personally liable to anyone damaged by this action. The council when requested to do so by the executive may adopt an ordinance permitting the county to enter into contracts requiring the payment of funds from appropriations of subsequent fiscal years, except that the executive may enter into grant contracts, as provided under subsection B.6. of this section. b. The term of a lease or agreement for real or personal property shall not extend beyond the end of a calendar year unless:

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- b. funding for the entire term of that lease or agreement is included in a capital appropriation ordinance, though any lease or agreement for real property longer than a cumulative total of two years shall require council approval by ordinance;
  - c. such a lease or agreement includes a cancellation clause under which the lease or agreement may be unilaterally terminated for convenience by the county and costs associated with such termination for convenience, if any, shall not exceed the appropriation for the year in which termination is effected, though any decision to continue any lease or agreement for real property beyond a cumulative total of two years shall require council approval by ordinance; or
  - d. such a lease or agreement is authorized by ordinance for such periods and under such terms as the county council shall deem appropriate.
  - e. Real property shall not be leased to the county for more than one year unless it is included in a capital appropriation ordinance.
  - f. Nothing in this section shall prevent the making of contracts or the spending of money for capital improvements, or the making of contracts of lease or for service for a period exceeding the fiscal period in which such a contract is made, when such a contract is permitted by law.
6. The executive may enter into contracts to implement grants awarded to the county before the appropriation of grant funds, including appropriations that must be made in future years, if the council has received prior notice of the grant application and if either of the following conditions are met: all of the funds to be appropriated under the contract will be from the granting agency; or all financial obligations of the county under the contract are subject to appropriation. (Ord. 16445 § 3, 2009: Ord. 16391 § 24, 2009: 15545 § 3, 2006: Ord. 15328 § 3, 2005: Ord. 14561 § 14, 2002: Ord. 12685 § 1, 1997: Ord. 12045 § 23, 1995).

### **4.06.010 Real Estate and Major Capital Project Joint Advisory Group – Establishment and Purpose**

The King County real estate and major capital project review joint advisory group is hereby established to provide a forum for early policy level dialogue between the executive and the council on major capital project and major real estate matters. The joint advisory group should provide the executive and legislative branches of government an opportunity to explore and discuss emergent projects and issues, as well as ongoing proposals regarding major capital projects and major real estate projects. The items for discussion by the group should exclude major technology projects considered for development and review that are included in the information technology governance processes pursuant to K.C.C. 2.16.0757 and 2.16.0758. (Ord. 14921 § 3, 2004).

### **4.06.020 Definitions.=**

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- A. "Designee" means the person appointed by a group member to participate on his or her behalf at any given meeting. A designee may be a councilmember, departmental director, or staff person, as determined by a group member to represent them.

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- B. "Group" means the real estate and major capital project review joint advisory group established by K.C.C. 4.06.010.
- C. "Major capital project" means a capital project as defined in K.C.C. 4.04.020 that:
  - 1. Has an estimated overall project cost that exceeds ten million dollars; or
  - 2. Has an overall project cost that exceeds ten million dollars and is subject to CIP exceptions notification as described in K.C.C. 4.04.020.O; or
  - 3. Has an overall project cost that exceeds ten million dollars and exhibits major unanticipated changes affecting scope, schedule or liabilities as determined by either the executive or council; or
  - 4. Has significant policy considerations as determined by either the executive or council.
- D. "Major real estate project" means any real estate transaction meeting the definitions of county owned real property or surplus property as described in K.C.C. chapter 4.56 that:
  - 1. Has an estimated value that exceeds one million dollars; or
  - 2. Is valued at one million dollars or more and is subject to the processes established in K.C.C. 4.56.070 for acquisition, disposition, lease, sale or transfer of property; or
  - 3. Has significant policy considerations as determined by either the executive or council. (Ord. 14921 § 4, 2004).

## **4.06.030 Membership, chairmanship and ex officio members**

- A. The group members shall be the chair of the metropolitan King County council, the chairs of the budget and fiscal management committee and the labor, operations and technology committee or their successor committees as defined by the council's organizational motion, and three participants as determined appropriate by the executive, depending on projects to be discussed. Executive participants may include the facilities management director, the department of natural resources director, the department of transportation director, or the office of management and budget director, as assigned by the executive.
- B. The chair of the metropolitan King County council and the King County executive, or their designees, shall serve as group cochairpersons.
- C. Group members may appoint a designee to participate in any meeting on their behalf.
- D. Councilmembers or executive branch persons directly affected by or with specific knowledge of the real estate or major capital project program areas to be discussed at a monthly meeting may be invited by any group member to participate as ex officio members during consideration of that program area. (Ord. 14921 § 5, 2004).

## **4.06.040 Responsibilities**

The group shall explore and discuss issues surrounding major capital projects and major real estate asset management matters. The group shall provide a forum for early policy level dialogue, discussion and input to ensure timely and informed council decisions. The group shall:

- A. Review and discuss policy matters regarding major capital projects;
- B. Review and discuss policy matters regarding major real estate asset management;
- C. Provide early policy input regarding potential budget initiatives in major capital projects and major real estate matters;
- D. Provide early policy input regarding long-term strategic real estate asset management and capital improvement project goals;

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- E. Discuss significant real estate policy issues related to major capital projects;
- F. Assist coordination of capital project and real estate management matters involving independent elected officials in King County government; and
- G. Participate in the process for designating high-risk capital projects as required by K.C.C. 4.04.245. (Ord. 16764 § 13, 2010: Ord. 14921 § 6, 2004).

### **4.06.050 Staffing, rules and procedures.**

- A. The group shall meet monthly.
- B. The council and executive shall jointly staff the committee, splitting the administrative functions equally between the branches of government. The co chairpersons shall determine administrative assignments, and shall rotate assignments to maintain equity in workload. The co chairpersons shall strive to keep administrative functions to a minimum.
- C. Group members may bring staff as needed to support the activities of the group.
- D. Any major capital project or major real estate project that meets the definitions in K.C.C. 4.06.020 should be added to the group's next monthly meeting agenda.
- E. Items for discussion shall be determined and forwarded to group members before each meeting.
- F. After each meeting, a list of projects discussed shall be provided to each group member, each King County councilmember and participating staff. The list should include the council district in which the projects are located. (Ord. 14921 § 7, 2004).

### **4.36.010 County Property – Payment of Rent - Rental payments**

All rentals covering King County tax property and King County fee simple property shall be paid to the manager of the facilities management division. (Ord. 14199 § 82, 2001: Res. 9490 (part), 1945).

### **4.36.020 Record and deposit of collections**

The manager of the facilities management division shall keep a complete record of all rentals collected, crediting to each piece of property the amount of rentals received, and deposit with the manager of the finance and business operations division all funds received at the close of business each Friday. (Ord. 14199 § 83, 2001: Res. 33602, 1967: prior Res. 9490 (part), 1945).

### **4.44.010 Tax Title Property Sales - Authority to sell county tax title property**

The facilities management division of the department of executive services is authorized to conduct sales of all county tax title property. (Ord. 14199 § 87, 2001: Ord. 12076 § 50, 1995).

### **4.56.010 Real and Personal Property - Fair market rental value defined**

"Fair market rental value" is defined as an amount in the competitive market that a well-informed and willing lessor, who desires but is not required to lease, would accept, and which a well-informed and willing lessee, who desires but is not required to lease, would pay for the temporary use of the premises, after due consideration of all the elements reasonably affecting value. (Ord. 2622 § 2, 1976).

### **4.56.020 Property sale authorized generally**

- A. Whenever it is for the best interests of King County, taxing districts and the people thereof that any part or parcel of property, whether real, personal or mixed, belonging to the county,

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including tax title land, should be sold, the county shall sell and convey such property under the limitations and restrictions and in the manner provided in this chapter.

- B. In making such sales, the county may sell any timber, mineral or other resources on any land owned by the county separate and apart from the land in the same manner and upon the same terms and conditions as provided in this chapter for the sale of real property. However, any such timber, mineral or other resources not exceeding twenty-five hundred dollars in value may be sold as personal property, in the manner provided by this chapter. (Ord. 2622 § 3, 1976).

### **4.56.050 Responsibilities and powers**

The managers of the fleet administration and facilities management divisions shall have the responsibilities and powers assigned to their respective divisions in K.C.C. chapter 4.56, as amended. (Ord. 14199 § 92, 2001; Ord. 12045 § 2, 1995).

### **4.56.060 Real property - Responsibilities**

- A. Except as otherwise provided in this chapter, the facilities management division, acting under the supervision of the county administrative officer, shall be the sole organization responsible for the administrative processes of acquiring, disposing, inventorying, leasing and managing real property, the legal title of which rest in the name of the county, or which the county manages in a trust capacity.
- B. Open space, trail, park, agriculture and other natural resource real properties shall be acquired by the department of natural resources and parks, unless the executive directs the facilities management division to make such acquisitions.
- C. Real property and interests in real property necessary for the metropolitan public transportation and metropolitan water pollution abatement functions shall be acquired and managed by the departments of transportation and natural resources and parks, respectively, as set forth in this chapter, unless the executive directs the facilities management division to make such acquisitions and/or manage such properties.
- D. County departments shall be responsible for maintaining all real property for which they are the custodian. (Ord. 14199 § 93, 2001; Ord. 12394 § 1, 1996; Ord. 12045 § 4, 1995).

### **4.56.070 Facilities management division, county departments - responsibilities and powers in declaring county real property surplus**

- A. The facilities management division shall, no later than the end of the first quarter of the calendar year, maintain and update a current inventory of all county titled real property with detailed information as to current departmental custodianship and as to the characteristics that determine its economic value and potential uses. However, all county roads shall be excluded from this section.
- B. No later than April 1 of each calendar year, each department shall submit a report to the facilities management division on the status of all real property for which the department is the custodian and include in the report any change in use or status since the previous year's report.
- C. County departments shall be required to report no later than April 1 of every year to justify departmental retention of all real property for which the department is the custodian to the facilities management division.
  - 1. If in the judgment of the facilities management division a county department cannot justify the retention of real property for which it is the custodian or if a department

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determines that real property is surplus to its needs, the facilities management division shall determine whether any other county department has a need for the property that is related to the provision of essential government services, including, but not limited to, services for the public health, public safety or services related to transportation, water quality, surface water or other utilities. If the property is not needed for the provision of essential government services, the facilities management division shall then determine if the parcel is suitable for affordable housing. If it is deemed suitable for housing the county shall first attempt to make it available or use it for affordable housing in accordance with K.C.C. 4.56.085 or 4.56.100. Suitable for affordable housing for the purpose of this section means the parcel is located within the Urban Growth Area, zoned residential and the housing development is compatible with the neighborhood. If the property is not deemed suitable for the purposes described in this subsection C.1., then it shall be determined whether any other department has a need for the parcel.

2. If another department can demonstrate a need for the real property, custodianship of the real property shall be transferred to that department without any financial transaction between present and future custodial organizations, except as required by RCW 43.09.210<sup>1</sup>, as amended, or under grants.
3. If another department cannot demonstrate a need for the real property, the real property shall be declared surplus to the future foreseeable needs of the county and may be disposed of as set forth in this chapter.

D. The facilities management division shall review and make recommendations to the executive for uses other than the sale of surplus real property before a decision by the executive to dispose of such properties through sale. Other possible uses that shall be considered by the division in accordance with this chapter are:

1. Exchanges for other privately or publicly owned lands that meet the county's land needs;
2. Lease with necessary restrictive covenants;
3. Use by other governmental agencies;
4. Retention by the county if the parcel is classified as floodplain or slide hazard property;
5. Use by nonprofit organizations for public purposes; and
6. Long-term lease or sale for on-site development of affordable housing.

E. The facilities management division in consultation with the department of community and human services shall, no later than July 1 of each year, submit a report to the council identifying surplus county real property suitable for the development of affordable housing. Affordable housing for the purpose of this chapter means residential housing that is rented or owned by a person:

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<sup>1</sup> RCW 43.09.210 Local government accounting — Separate accounts for each fund or activity — Exemption for agency surplus personal property  
Separate accounts shall be kept for every appropriation or fund of a taxing or legislative body showing date and manner of each payment made therefrom, the name, address, and vocation of each person, organization, corporation, or association to whom paid, and for what purpose paid. Separate accounts shall be kept for each department, public improvement, undertaking, institution, and public service industry under the jurisdiction of every taxing body. All service rendered by, or property transferred from, one department, public improvement, undertaking, institution, or public service industry to another, shall be paid for at its true and full value by the department, public improvement, undertaking, institution, or public service industry receiving the same, and no department, public improvement, undertaking, institution, or public service industry shall benefit in any financial manner whatever by an appropriation or fund made for the support of another. All unexpended balances of appropriations shall be transferred to the fund from which appropriated, whenever the account with an appropriation is closed. This section does not apply to agency surplus personal property handled under RCW 43.19.1919(5).[2000 c 183 § 2; 1965 c 8 § 43.09.210. Prior: 1909 c 76 § 3; RRS § 9953.]

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1. Who is from a special needs population and whose monthly housing costs, including utilities other than telephone, do not exceed thirty percent of the household's monthly income; or
  2. Who qualifies as a very low-income, low-income or moderate-income household as those terms are defined in RCW 43.63A.510<sup>2</sup>.
- F. A park or recreational facility located in a potential annexation area may be transferred to the city designated to annex the area in which the park or recreational facility is located without being subject to this section, but any such a transfer must require that the park or recreational facility shall be used in perpetuity for park or recreation purposes unless other equivalent lands or facilities within the county or the city are received in exchange therefore and the replacement lands or facilities are used in perpetuity for park or recreation purposes.
- G. The facilities management division shall review and make recommendations to the county executive regarding the surplus of any property, property rights and rights in property that are acquired by the department of natural resources and parks in accordance with Ordinance 14699, Section 2, 4 or 7\*, no more than thirty days after receiving a written notice from the department of natural resources and parks that the property is surplus to the needs of siting or constructing the Brightwater wastewater treatment plant. Upon approval by the council of an ordinance authorizing the disposal of property acquired in accordance with Ordinance 14699, Section 2, 4 or 7\*, the facilities management division shall consult with the department of natural resources and parks to determine the timing for disposal of this property. (Ord. 14699 § 6, 2003: Ord. 14561 § 23, 2002: Ord. 14431 § 1, 2002: Ord. 14199 § 95, 2001: Ord. 12394 § 2, 1996: Ord. 12045 § 5, 1995).

## **4.56.075 Financial investment properties**

- A. The facilities management division shall determine which real properties within the inventory of county-owned properties are defined by this section. These properties are currently not needed for county use but are held to provide a financial return to the county. It is the ultimate objective of the county to dispose of this type of property. Disposal should not occur until optimal market conditions exist for maximizing financial return to the county.
- B. All properties within this category shall have an initial value established by an appraisal or, in lieu of this appraisal, a value shall be established by the facilities management division.
- C. Except as provided in subsection E. of this section, all properties with values of less than five hundred thousand dollars shall be revalued by the facilities management division every three years from when the initial value was established until the property is disposed of. If a

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RCW 43.63A.51 Affordable housing — Inventory of state-owned land. (1) The department shall work with the departments of natural resources, transportation, social and health services, corrections, and general administration to identify and catalog under-utilized, state-owned land and property suitable for the development of affordable housing for very low-income, low-income or moderate-income households. The departments of natural resources, transportation, social and health services, corrections, and general administration shall provide an inventory of real property that is owned or administered by each agency and is available for lease or sale. The inventories shall be provided to the department by November 1, 1993, with inventory revisions provided each November 1 thereafter. (2) Upon written request, the department shall provide a copy of the inventory of state-owned and publicly owned lands and buildings to parties interested in developing the sites for affordable housing. (3) As used in this section: (a) "Affordable housing" means residential housing that is rented or owned by a person who qualifies as a very low-income, low-income, or moderate-income household or who is from a special needs population, and whose monthly housing costs, including utilities other than telephone, do not exceed thirty percent of the household's monthly income. (b) "Very low-income household" means a single person, family, or unrelated persons living together whose income is at or below fifty percent of the median income, adjusted for household size, for the county where the affordable housing is located. (c) "Low-income household" means a single person, family, or unrelated persons living together whose income is more than fifty percent but is at or below eighty percent of the median income where the affordable housing is located. (d) "Moderate-income household" means a single person, family, or unrelated persons living together whose income is more than eighty percent but is at or below one hundred fifteen percent of the median income where the affordable housing is located.

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property increases in value to more than \$500,000 it is subject to the provisions in subsection D. of this section.

- D. All properties with values of greater than five hundred thousand dollars shall be valued by an independent appraiser. Except as provided in subsection E. of this section, these properties shall be revalued every three years from when the initial value was established.
- E. When existing leases provide for rental adjustments at greater than three year intervals, the reevaluations required by subsections C. and D. of this section shall be performed no more than one year prior to the scheduled rental adjustment.
- F. All appraisals shall address the following factors:
  - 1. Current market conditions and trends which affect the value of the property;
  - 2. Potential market conditions;
  - 3. Value of any improvements on the property;
  - 4. Impact on property value of temporary and permanent encumbrances upon the property such as leases, easements and any other arrangement which encumbers any portion of the property; and
  - 5. Any other factors which, in the professional judgment of the appraiser, affect the value of the property.
- G. A proposal to dispose of a property in this category shall be based upon an appraisal which has been performed within the past twelve months. A property shall be sold if analysis of its income producing potential and current market sales conditions demonstrates that a greater return to the public will be provided through sale of this property.
- H. Properties in this category shall be disposed of in accordance with Ordinance 12045 [and] K.C.C. 4.56.100. In no case shall a property be sold for less than its appraised value or a value that reflects the income producing analysis required in subsection G. of this section, whichever is higher. The appraised value shall be established by an independent appraisal which has been completed within six months of the sale of this property.
- I. In order to ensure that properties in this category that are retained by the county provide the optimal return, all lease renewals and extensions shall be authorized by ordinance. Any financial investment property that is under consideration for sale or exchange shall be evaluated by the executive for suitability to support transportation, and for each parcel that is proposed to be sold, a report containing the evaluation for transportation purposes shall be transmitted to the council with the necessary legislation authorizing disposal of the property. (Ord. 15569 § 1, 2006: Ord. 14199 § 95, 2001: Ord. 12045 § 6, 1995).

### **4.56.080 Sales of surplus real property - council approval required**

- A. The approval of the council by ordinance is required before the executive disposing of county-titled real property through sale, the sale being recommended as a result of real property having been declared as surplus in compliance with the provisions of this chapter; though property with an apparent value of less than ten thousand dollars shall be excluded from this section.
- B. If any property, property rights or rights in property are acquired by the department of natural resources and parks in accordance with Ordinance 14699, Section 2, 4 or 7\*, and are later determined to be surplus to the department of natural resources and parks's needs, the council shall take action on a proposed ordinance authorizing the disposal of this property within sixty days of transmittal by the executive. (Ord. 14699 § 7, 2003: Ord. 12045 § 7, 1995).

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### **4.56.085 Public/private development projects on or with county property**

- A. The office of business relations and economic development shall assist the department of executive services to determine the potential public/private uses of county owned real and personal property.
- B. The department of executive services shall assist county departments in capital facilities planning and, in collaboration with the office of business relations and economic development, investigate the feasibility of, and when feasible, facilitate, public/private partnerships in the use of county property, in accordance with K.C.C. 4.56.070. These investigations shall include such actions as:
  - 1. Preparing market and financial feasibility studies, holding public meetings and preparing recommendations;
  - 2. Briefing the executive and council;
  - 3. Soliciting developer proposals;
  - 4. Selecting the developer;
  - 5. Obtaining council approval;
  - 6. Negotiating the developer agreement; and
  - 7. Monitoring the development and use of assets.
- C. The office of business relations and economic development shall provide assistance to other county departments to determine if real property or other assets may be managed for economic development purposes or administered in a manner that will provide revenue to the county. (Ord. 14561 § 24, 2002: Ord. 14199 § 96, 2001: Ord. 12394 § 3, 1996).

### **4.56.090 Notice of sale**

Except as provided in paragraphs A.1 through A.6 of Section 4.56.100, when the county elects to sell property, the county shall advertise to the extent which the county deems necessary to effect an advantageous sale. Such advertising for real or personal property with a value in excess of one thousand dollars shall include publishing a notice in a legal newspaper at least once a week for two consecutive weeks, the last notice to appear no more than five days prior to the date of the auction or bid opening. An advertisement of sale of county property must particularly describe the property to be sold and designate the day, hour, and place of sale. When real property is to be sold, the advertisement of sale must contain both the street address, if available, and the legal description of the part and parcel. If real property is offered for sale on other than a cash basis, the terms must be stated in the advertisement. (Ord. 12045 § 8, 1995).

### **4.56.095 Emergency waiver of advertisement**

- A. In the event of an emergency when the public interest or property of the county would suffer material injury or damage by delay, upon declaring the existence of such emergency and reciting the facts constituting the same the executive may waive the requirements of Section 4.56.090 with reference to any sale provided, that such exemption shall only apply to property having a value of less than fifty thousand dollars. The executive shall report, in detail, such emergency sale to the council within thirty days of declaring an emergency.
- B. Should an emergency require the sale of property in excess of fifty thousand dollars, any such sale shall be approved by motion of the council, accompanied, if necessary, by ordinance declaring an emergency, following the executive's recommendation. The executive's recommendation shall include such statements as are necessary to fully explain the emergency. All sales of property involving an emergency circumstance shall be approved by the county executive. (Ord. 12045 § 9, 1995).

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## **4.56.100 Sale of property - public auction or sealed bid**

- A. All sales of real and personal property shall be made to the highest responsible bidder at public auction or by sealed bid except when:
1. County property is sold to a governmental agency;
  2. The county executive has determined an emergency to exist; or the county council, by ordinance, has determined that unique circumstances make a negotiated direct sale in the best interests of the public;
  3. County real property is traded for real property of similar value, or when county personal property is traded for personal property of similar value;
  4. The facilities management division has determined that the county will receive a greater return on real property when it is listed and sold through a residential or commercial real estate listing service;
  5. County personal property is traded in on the purchase of another article;
  6. Property has been obtained by the county through the proceeds of grants or other special purpose funding from the federal or state government, wherein a specific public purpose or purposes are set forth as a condition of use for the property, that purpose or purposes to be limited to the provision of social and health services or social and health service facilities as defined in chapter 43.83D RCW, and it is deemed to be in the best interest of the county, in each instance, upon recommendation by the county executive and approval by the county council, that in order to fulfill the condition of use, the county may sell or otherwise convey the property in some other manner consistent with the condition of use; provided, that in the event such property is conveyed pursuant to the provisions of this subdivision, the conveyee or conveyees shall be limited to private, nonprofit corporations duly organized according to the laws of the state of Washington, which nonprofit corporations are exempt from taxation under 26 U.S.C. Sec. 501(c) as amended, and which nonprofit corporations are organized for the purpose of operating social and health service facilities as defined by chapter 43.83D RCW;
  7. The county property is sold for on-site development of affordable housing which provides a public benefit, provided that the developer has been selected through a request for proposals;
  8. It is deemed to be in the public interest to restrict the use of the project for provision of social or health services or such other public purposes as the county deems appropriate;
  9. The facilities management division for real property and the fleet administration division for personal property, in consultation with the county executive and the county council, may, in the best interests of the county, donate or negotiate the sale of either county surplus personal property or real property, or both, with bona fide nonprofit organizations wherein the nonprofit organizations provide services to the poor and infirm or with other governmental agencies with whom reciprocal agreements exist. Such transactions will be exempt from the requirements of fair market value, appraisal, and public notice. The facilities management division or fleet administration division, as applicable, also may, in the best interest of the county, procure services to support King County in lieu of payment with nonprofit organizations who provide services which will benefit the public. Such transactions are based upon the recommendation of the facilities management division or fleet administration division, as applicable, and the department having custodianship of the property. The facilities management division or fleet administration division, as applicable, shall maintain a file of appropriate correspondence or such

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- information which leads to a recommendation by the division to the county executive and the county council to undertake such transactions, and such information shall be available for public inspection at the facilities management division or fleet administration division, as applicable. The facilities management division or fleet administration division, as applicable, may also seek reimbursement from the benefiting organization for the administrative costs of processing the surplus property;
10. The county property is a retired passenger van being made available in accordance with subsection D. of this section; or
  11. The county property is located in a historic preservation district within the Urban Growth Area and is sold to a nonprofit corporation or governmental entity for one-site mixed use development consistent with historic preservation requirements, which includes affordable housing and which may also include market rate housing, retail or other uses, and which is selected after a competitive request for proposal process.
- B. The county may, if it deems such action to be for the best public interest, reject any and all bids, either written or oral, and withdraw the property from sale. The county may then renegotiate the sale of withdrawn property, providing the negotiated price is higher than the highest rejected bid.
- C. In any conveyance of real property that requires construction of affordable housing in development of the property, the executive shall include covenants so that:
1. At least with respect to that construction, the prevailing rate of wage, as defined in RCW 39.12.010, will be required to be paid to all worker classifications for which the state Department of Labor and Industries has established a prevailing rate of wage; and
  2. At least with respect to that construction, state-certified apprentices for construction will be required to be used across the trades, including women, at-risk youth or people of color, with a fifteen percent apprentice utilization goal.
- D. Whenever the procedures of a grant agency having an interest in real or personal property requires disposition in a manner different from the procedures set forth in this chapter, the property shall be disposed of in accordance with the procedures required by this chapter unless the grant agency specifically requires otherwise.
- E. Each year, the transit division shall make available retired passenger vans for exclusive use by nonprofit organizations or local governments that are able to address the mobility needs of low-income, elderly or young people or people with disabilities. Each agency selected to receive a van must enter into an agreement with King County that provides that the agency will accept the van "as is" without guarantee or warranty expressed or implied and shall transfer title as prescribed by law before use. The council shall allocate the vans by motion to nonprofit organizations or local governments based upon the following criteria:
1. Demonstrated capacity to support ongoing van operation, including assured funding for licensing, insuring, fueling and maintaining the van;
  2. Ability to provide qualified and trained drivers;
  3. Specific plans for use of the van to transport low-income, elderly or young people or people with disabilities, and assurance that the use shall be available to those persons without regard to affiliation with any particular organization;
  4. Geographic distribution of the van allocations in order to address the mobility needs of low-income, elderly or young people or people with disabilities countywide; and
  5. Ability to support county's public transportation function by reducing single occupancy vehicle trips, pollution and traffic congestion; supplementing services provided by the county's paratransit system and increasing the mobility for the transit-dependent for

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whom regular transit might not always be a convenient option. (Ord. 16659 § 1, 2009: Ord. 15546 § 2, 2006: Ord. 15044 § 3, 2004: Ord. 14199 § 97, 2001: Ord. 12989 § 1, 1998: Ord. 12394 § 4, 1996: Ord. 12045 § 10, 1995).

### **4.56.105 Distribution during budget process**

K.C.C. 4.56.100A.9 shall not preclude the council from directing the distribution of surplus real and/or personal property during the county's annual budget process. (12989 § 3, 1998).

### **4.56.115 Easements - temporary and permanent easements on county property - approved by ordinance fees**

- A. The executive is authorized to execute utility easements, bills of sale or related documents necessary for the installation, operation and maintenance of utilities to county property, provided that the documents are reviewed and approved by the custodial department or agency and the real estate services section of the facilities management division. Temporary and permanent easements for utility purposes other than service to county property may be granted by the executive if the easements will not interfere with or hinder the use of the property by the custodial department or agency though the utility easements that exceed fifty thousand dollars in value shall be subject to prior approval by ordinance. Any other permanent easements granted by the county shall be subject to prior approval by ordinance when the value of the easement would exceed fifty thousand dollars. A party requesting a new easement, amended easement or easement transfer shall pay an easement application fee of three thousand dollars as reimbursement to the real estate services section for the administrative costs and expenses incurred in the processing of the easement. The easement application fee is payable at the time the easement is requested from the real estate services section. The easement application fee and other fees are not refundable, even if the application is disapproved or not executed by the applicant. In addition, the real estate services section shall have the authority to require applicants to reimburse the real estate services section for the actual costs incurred by the real estate services section as a result of the grant, issuance or renewal of amendment of an easement, to the extent the costs exceed the costs of processing the easement application recovered by the applications fee. The payment of actual costs balances shall be made at the time of the easement issuance.
- B. The executive is authorized to relinquish any easements granted to the county which are determined to be surplus to the county's foreseeable needs or to trade an easement for real property or easements of a similar nature and value, though relinquishments of easements where the county spent more than \$50,000 in their acquisition shall be subject to prior approval by ordinance. (Ord. 16295 § 2, 2008: 14199 § 98, 2001: Ord. 12045 § 11, 1995).

### **4.56.120 Property trade-ins**

- A. King County may trade in property belonging to the county or to any taxing district within King County when purchasing other property. If the county elects to trade in property, it shall include in its call for bids on the property to be purchased a notice that the county has for sale or trade-in property of a specified type, description and quantity which will be sold or traded in on the same day and hour that the bids on the property to be purchased are opened. Any bidder may include in its offer to sell, an offer to accept the designated county property in trade by setting forth in the bid the amount of such allowance.
- B. In determining the lowest and best bid, the county shall consider the net cost to the county after trade-in allowances have been deducted. The county may accept the bid of any bidder

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without trade-in of the county property, but may not require any such bidder to purchase the county property without awarding the bidder the purchase contract. Nothing in this section shall bar anyone from making an offer for the purchase of the used equipment independent of a bid on the new equipment, and the county shall consider such offers in relation to the trade-in allowances offered to determine the net best sale and purchase combination for the county. (Ord. 2622 § 13, 1975).

## **4.56.130 Disposition of sale proceeds**

- A. The county organizations responsible for conducting sales shall be reimbursed for advertising, postage and selling fees, if any, from the proceeds of the sale. The manager of the finance and business operations division is authorized to establish such funds and accounts necessary to deposit sale proceeds until final disposition. The balance of the proceeds shall be deposited into the proper county fund or account, as directed by the facilities management division, the fleet administration division or the county council, as applicable. On transactions with gross sale proceeds of two hundred fifty thousand dollars or greater that are to accrue to the current expense fund, ten percent of the gross sale proceeds are to be deposited into the arts and cultural development fund.
- B. In no case shall the title be transferred until the purchase price has been fully paid. (Ord. 14260 § 1, 2001; Ord. 14199 § 99, 2001; Ord. 12045 § 12, 1995).

## **4.56.140 Intergovernmental sales and leases of real property**

- A. The county may dispose of or lease county real property to another governmental agency and may acquire property for the county from another governmental agency by negotiation, upon such terms as may be agreed upon and for such consideration as may be deemed by the county to be adequate.
- B. Prior to intergovernmental disposal of real property with an estimated value greater than the amount set forth in RCW 39.33.020<sup>3</sup>, as amended, public notice and hearing shall be provided in accordance with such statute. (Ord. 14199 § 100, 2001; Ord. 12045 § 13, 1995).

## **4.56.150 Authority to lease or rent county real property**

- A. If it appears that it is in the best interests of the county, the county may lease any county real property and its appurtenances for a year or a term of years under the limitations and restrictions and in the manner provided in this chapter.
- B. The county may lease county real property and its appurtenances in accordance with subsection A of this section whether the property was acquired by tax deed under foreclosure proceedings for nonpayment of taxes or the property is held or acquired in any other manner.

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<sup>3</sup> RCW 39.33.020 Disposal of surplus property — Hearing — Notice

Before disposing of surplus property with an estimated value of more than fifty thousand dollars, the state or a political subdivision shall hold a public hearing in the county where the property or the greatest portion thereof is located. At least ten days but not more than twenty-five days prior to the hearing, there shall be published a public notice of reasonable size in display advertising form, setting forth the date, time, and place of the hearing at least once in a newspaper of general circulation in the area where the property is located. A news release pertaining to the hearing shall be disseminated among printed and electronic media in the area where the property is located. If real property is involved, the public notice and news release shall identify the property using a description which can easily be understood by the public. If the surplus is real property, the public notice and news release shall also describe the proposed use of the lands involved. If there is a failure to substantially comply with the procedures set forth in this section, then the sale, transfer, exchange, lease, or other disposal shall be subject to being declared invalid by a court. Any such suit must be brought within one year from the date of the disposal agreement.

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- C. Any lease executed under this section creates a vested interest and a contract binding upon the county and the lessee.
- D. The county may enter into rental agreements for a term less than one year, including month-to-month rental agreements, on terms and conditions that are in the best interest of the county. All rental agreements for a term less than one year are subject to approval by the executive based on recommendations of the facilities management division. Rental agreements for a term less than one year are exempt from the appraisal, and notice requirements pertaining to leases for a year or more. The facilities management division shall maintain a file of appropriate correspondence or other information that leads to a recommendation by the facilities management division to the county executive to enter into such an agreement. The information shall be available for public inspection at the facilities management division for one year after termination of the tenancies.
- E.
  - 1. The county may enter into agreements for the use of county property with bona fide nonprofit organizations or with another governmental agency if the property is to be used in any one or more of the following ways: or a medical training and research facility connected with a county hospital; or by the nonprofit organization or governmental agency for affordable housing; by the nonprofit organization or government agency to make improvements to the county property; or by the nonprofit organization or government agency to provide services that will benefit the public.
  - 2. The agreements are exempt from the requirements of fair market value, appraisal and notice. The agreements are subject to the approval of the executive, based upon recommendation of the facilities management division and the department having custodianship of the property subject to the agreement. The facilities management division shall maintain a file of appropriate correspondence or other information that leads to a recommendation by the division to the county executive to enter into such an agreement. The information shall be available for public inspection at the facilities management division for one year after termination of the tenancies.
- F. For rental or lease agreements for parks and recreation facilities, the natural resources and parks department shall have the authorities and responsibilities specified in subsections D and E of this section for the facilities management division. County council approval is not required for rental or lease agreements for parks and recreational facilities with an original term of five years or less. For the purposes of this subsection, "original term" includes extensions that could be effective without county approval. Revenue derived from rentals and leases of parks and recreation facilities shall be applied solely to parks and recreation purposes. (Ord. 14509 § 35, 2002: Ord. 14199 § 101, 2001: Ord. 12394 § 5, 1996: Ord. 12045 § 14, 1995).

### **4.56.152 Acquisition of real property.**

In acquiring real property or interests in real property, county departments and agencies shall comply with requirements as may be established from time to time by the council and with state and federal laws and regulations as they may apply. The provisions of chapter 8.26 RCW related to acquisition and relocation assistance shall apply to such acquisitions unless for a project or program the council determines otherwise by ordinance. (Ord. 12045 § 18, 1995).

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### **4.56.160 Manner of awarding lease or rental agreement**

- A. Except as provided in K.C.C. 4.56.150 D and E, and subsections D and E of this section, fair market rental value, as defined in K.C.C. 4.56.010, shall be the basis for all leases of county real property. All leases will be awarded upon the best terms and conditions available to the county.
- B. Except as provided in subsections D and E of this section, when the county authorizes a new lease, or the renewal of a lease once executed and delivered, the facilities management division shall make an appraisal of the fair market rental value of such property, and such fair market rental value will serve as the basis for the new lease or renewal. After the review, the manager of the facilities management division shall determine whether the new lease, or renewal of an existing lease, is to be awarded by competitive bidding or by negotiation with interested parties without bidding. New leases shall be awarded by competitive bidding unless the manager of the facilities management division determines it is advantageous to the county to negotiate without bidding. In the event the county negotiates the award of lease contracts, the facilities management division shall submit to the executive the reasons for recommending award through negotiation rather than competitive bidding. At the option of the executive, competitive bidding may be required. The county shall give notice of its intention to execute a lease by publishing a notice in a legal newspaper at least once a week for the term of two weeks. The notice so published shall adequately describe the property to be leased and shall contain a notice that a copy of the lease is available for public inspection at the facilities management division. Such notice requirement shall not apply to leases or renewals awarded through competitive bidding or in accordance with subsections D and E of this section. Every new lease, or extension, modification or renewal of a lease, once executed and delivered, shall be signed or caused to be signed by the county executive, in accordance with Section 320.20 of the King County Charter, following analysis and recommendations of the manager of the facilities management division and the county department having custodianship of the property. After awarding of the new lease, modification, extension or renewal, a copy of the instrument as executed and delivered shall be available for public inspection at the facilities management division.
- C. When the county elects to lease its property pursuant to public bidding, the county shall advertise to the extent which the county deems necessary to effect an advantageous lease. Such advertising shall include publishing a notice in a legal newspaper at least once a week for three consecutive weeks, the last notice to appear no more than five days prior to the date of the auction or bid opening. When a lease of county real property is awarded through competitive bidding, the lease shall be awarded to the highest responsible bidder; provided, that whenever there is reason to believe that the highest acceptable bid is not the best rental obtainable, all bids may be rejected and the county may call for new bids or enter into direct negotiations to achieve the best possible rental. Each bid, with the name of the bidder, shall be recorded by the facilities management division, and each record, with the name and address of the successful bidder and the amount of the successful bid, shall, after the awarding of the lease, be open to public inspection at the facilities management division. In determining the highest responsible bidder, in addition to rental, the following elements shall be given consideration:
1. The financial responsibility of the bidder, and references therefor;
  2. The previous and existing compliance by the bidder with the terms of other leases of county real property and the laws relating thereto; and
  3. Such other information as may be secured relevant to the decision to award the lease.

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- D. If property was obtained by the county through the proceeds of grants or other special purpose funding from either the federal or state government, or both, in which a specific public purpose or purposes are set forth as a condition of use for such property, the purpose or purposes are to be limited to the provision of social and health services or social and health services facilities as defined in chapter 43.83D RCW, and upon recommendation by the county executive and approval by the county council, the facilities management division may obtain and lease out the property pursuant to such terms and conditions as are consistent with said purposes; provided, that in the event such property is leased pursuant to the provisions of this subsection, the lessee(s) shall be limited to private, nonprofit corporations duly organized according to the laws of the state of Washington, which are exempt from taxation under 26 U.S.C. Section 501(b) as amended and which are organized for the purpose of operating social and health services facilities as defined by chapter 43.83D RCW.
- E. If the county desires to have a building for its use erected on land owned or to be acquired by the county, the facilities management division may lease the land for a reasonable rental; provided, that the county shall lease back the building or a portion thereof for the same term as established for the land lease. The leases shall include the following provisions:
1. No part of the cost of construction of the building shall ever be or become an obligation of King County;
  2. King County shall have a prior right to occupy any or all of the building upon payment of rent as agreed upon by the parties, which rent shall not exceed prevailing rates for comparable space;
  3. During any time that all or any portion of the building is not required for occupancy by King County, the lessee of the land may rent the unneeded portion to suitable tenants approved by King County; and
  4. Upon expiration of the leases, all buildings and improvements on the land shall become the property of King County. (Ord. 14199 § 102, 2001: Ord. 13125 § 1, 1998: Ord. 12394 § 7, 1996: Ord. 12045 § 15, 1996).

### **4.56.170 Applications for lease**

- A. Applications to lease county real property shall be submitted to the facilities management division.
- B. The right is reserved by the county to require that a deposit of a reasonable amount accompany all applications or bids to lease county real property. If a deposit is required, all deposits upon the same lease shall be of equal amount. The deposit shall be in the form of a certified check or cashier's check, or may be paid in cash. In case the lands applied for are leased at the time of application, the deposit shall be returned to the applicant; but if the party making application fails or refuses to comply with the terms of his/her application and to execute the lease, the deposit shall be forfeited to the county, and deposited in the current expense fund. (Ord. 14199 § 103, 2001: Ord. 12045 § 16, 1995).

### **4.56.180 Lease terms**

- A. The county may lease real property for a term of years and upon such terms and conditions as may be deemed in the best interests of the public and the county. A lease shall not be for a longer term in any one instance than ten years, except as follows:
1. If the county determines it to be in the best interest of the county, real property necessary to the support or expansion of an adjacent facility may be leased to the lessee

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- of the adjacent facility for a term to expire simultaneously with the term of the lease of the adjacent facility, but not to exceed thirty-five years;
2. If the county determines it to be in the best interest of the county, if the property to be leased is improved or is to be improved and the value of the improvement is or will be at least equal to the value of the property to be leased, the county may lease the property for a term not to exceed thirty-five years;
  3. If the property to be leased is to be used for public recreation and police training purposes, for parks and recreation purposes, for a hospital or a medical training and research facility, for a childcare facility to be improved with full or partial funding from a government-sponsored childcare bonus program, for the county's own use in accordance with a lease or leaseback arrangement entered into under K.C.C. 4.56.160.E. or for major airport, industrial, office or other commercial purposes or transit-oriented development, requiring extensive improvements, the county may lease the property for a term equal to the estimated useful life of the improvements, but not to exceed fifty years; unless the property is leased to a public housing authority or nonprofit organization in accordance with RCW 36.34.135, in which case the term may extend to seventy-five years; and
  4. Leases entered into under K.C.C. 4.56.160.D. may extend for the period of years necessary to amortize the special purpose funds, not to exceed twenty-five years.
- C. The lessee shall not improve or alter the leased property in any manner without the prior written consent of the county, but shall, before making improvements or alterations, submit plans and designs for the improvement or alteration to the county for approval. If the plans and designs are disapproved, the improvements or alterations shall be made only with such changes as may be required by the county. Unless otherwise stipulated, all improvements or alterations erected or made on the leased property shall, on expiration or sooner termination of the lease, belong to the county without compensation to the lessee, but the county shall have the option, to be exercised on expiration or sooner termination of this lease, to require the lessee to remove any or all of the improvements or alterations. If the lessee fails substantially to make the improvements or alterations required by the lease, the lease shall be terminated and all rentals paid shall be forfeited to the county.
- D. Except for lease or leaseback arrangements entered into under K.C.C. 4.56.160.E., any lease made for a period longer than five years shall contain provisions requiring the lessee to permit the rents to be adjusted and fixed by the county every five years, but any lease may provide for more frequent readjustments. If the lease permits the county to adjust the rent, the county shall give the lessee written notice of the adjusted rent, in accordance with the terms of the lease. The rent as adjusted shall take effect thirty days after the date of the notice unless the lessee, within thirty days following the receipt of the notice from the county, gives the county written notice of the lessee's rejection of the adjusted rent. If the lessee and the county cannot agree upon the rental readjustment, the rent shall be adjusted by arbitration. For arbitration, the lessee and the county shall each select one disinterested arbitrator and the two selected arbitrators shall select a third. If the two arbitrators have not selected a third arbitrator within thirty days after the selection of the last selected of the two, either the lessee or the county shall apply to the presiding judge of the superior court for King County for the appointment of a third arbitrator. Each arbitrator must be a member of the American Institute of Real Estate Appraisers, the Society of Real Estate Appraisers or other appraisal society or association having equivalent ethical and professional standards. If a licensing requirement for real estate appraisers is imposed by any legislative body, each arbitrator shall also be so

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licensed. The three arbitrators shall determine a fair rent for the premises based upon the fair market rental value of the property, as defined in K.C.C. 4.56.010. The decision of a majority of the arbitrators shall bind both the lessee and the county. At the conclusion of the arbitration, the arbitrators shall submit written reports to the lessee and the county. The cost of the arbitration shall be divided equally between the lessee and the county.

- E. Except as provided in K.C.C. 4.56.150.D. and E. and 4.56.160.D., the rent of all leases of county real property shall be based upon fair market rental value, as defined in K.C.C. 4.56.010.
- F. No lease shall be assigned or subleased without the assignment or sublease being first authorized by the county in writing. All leases, when drawn, shall contain this provision.
- G. Notwithstanding the other provisions of this chapter and following such procedures as may be determined appropriate by the council, the executive may enter into long-term master leases of county property under which developers: would develop the property into office and other space required or approved by the county; would lease some of space back to the county and may lease space unneeded by the county to private or public entities for private or public uses as approved by the county council; and would convey all leasehold improvements to the county at the expiration or termination of the master leases. A master lease shall be subject to approval by the council. (Ord. 16745 § 4, 2010: Ord. 14509 § 36, 2002: Ord. 13599 § 1, 1999: Ord. 13125 § 2, 1998: Ord. 12045 § 17, 1995).

### **4.56.186 Leasing real property for use by the county**

The executive is authorized to lease real property for use by the county consistent with the applicable provisions of the King County Charter and K.C.C. 4.04 and as may be authorized within appropriations approved by the council. In leasing real property for use by the county, the executive shall assess the needs of county departments and agencies and determine which real property best accommodates such needs. (Ord. 12045 § 19, 1995).

### **4.56.190 Execution of lease agreement**

- A. Upon the decision of the county to lease the lands applied for, a lease shall be executed in duplicate to the lessee by the county executive or his designee, which lease shall also be signed by the lessee. The lease shall describe the property conveyed, and the terms of payment.
- B. The request for proposal or invitation to bid documents, for all new leases of real property for a term exceeding five years, must be approved by the King County council, prior to the advertisement and issuance of the request for proposal or invitation to bid.
- C. For all leases having an original term exceeding five years, amendments which would extend the term by more than five years, or increase the area leased by more than twenty percent, or require construction of improvements which would cost at least fifty percent of the estimated value of the property leased, or substantially change the overall use of the leased property, must be approved by the King County council prior to execution by the King County executive. (Ord. 7724, 1986: Ord. 7579, 1986: Ord. 2622 § 20, 1976).

## **Title 6: Business Licenses and Regulations**

### **6.27.020 Right-of-Way Franchises for Utilities: Franchises required**

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Persons or private or municipal corporations are required, in accordance with RCW 36.55.010, to obtain a right-of-way franchise approved by the King County council in order to use the right-of-way of county roads for the construction and maintenance of waterworks, gas pipes, telephone, telegraph and electric lines, sewers, cable TV and petroleum products and any other such public and private utilities. This requirement may be waived for the purpose of issuing emergency right-of-way construction permits as provided in K.C.C. 14.44.055. (Ord. 11790 § 2, 1995; Ord. 1710 § 2, 1973).

## **6.27.030 Application**

Generally. Applications for right-of-way franchises shall be submitted, in a form approved by the property and purchasing division<sup>4</sup>, to the clerk of the King County council. (Ord. 1710 § 3, 1973).

## **6.27.050 Application - Review - Hearing**

- A. Each application for a right-of-way franchise shall be reviewed by the following agencies prior to submission to the King County council for hearing and decision:
  - 1. King County department of executive services; and
  - 2. King County department of transportation.
- B. In addition, each application for a right-of-way franchise by sewer and water districts and water distributors shall be submitted to the utilities technical review committee. Approval by that committee is required prior to any submission of the application to the council for approval. Approval shall be forthcoming if all criteria outlined in K.C.C. 6.27.060 are met.
- C. In accordance with RCW 36.55.040, the council shall set a time and a place for a public hearing on each franchise application which has been reviewed in accordance with subsections A and B of this section. The county shall post notice of such hearing in three public places fifteen days before the hearing and publish notice twice in some daily newspaper in the county not less than five days before the hearing. (Ord. 14199 § 116, 2001; Ord. 1710 § 5, 1973).

## **6.27.054 Franchise application and advertising fees**

- A. A party requesting a new franchise, amended franchise, renewal, extension of an existing franchise or transfer shall pay a franchise application fee of two thousand five hundred dollars as reimbursement to the real estate services section of the facilities management division for the administrative costs and expenses incurred in the processing of the franchise application. The franchise application fee is payable at the time the application is filed with the clerk of the council. In addition, each applicant shall pay the full advertising costs associated with the application. Franchise application and advertising fees are not refundable, even if the application is disapproved.
- B. The real estate services section shall have the authority to require applicants to reimburse the real estate services section for the actual costs incurred by the real estate services section as a result of issuance, renewal or amendment of a franchise, to the extent the costs exceed the costs of processing the application recovered by the application fee. The payment of actual cost balances shall be made at the time of the franchise issuance.

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<sup>4</sup> Reviser's note: Ord. 10553, 1992, renamed and transferred the powers, duties and functions to the property services division. Also see Ord. 2012 and Ord. 6066.

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- C. All franchise application payments received shall be credited to the county current expense fund.
- D. This section shall not apply to franchise applications, renewal, amendments or transfers made under the county's cable television regulations, K.C.C. chapter 6.27A. (Ord. 16295 § 4, 2008: 14264 § 2, 2001: Ord. 13327 § 6, 1998: Ord. 10171 § 1, 1991).

### **6.27.060 Criteria for approval**

- A. All franchises granted for county rights-of-way shall be consistent with the following criteria:
  - 1. A previously approved comprehensive plan for the applicant; if required to have such a plan by K.C.C. 13.24.010;
  - 2. The county comprehensive plan;
  - 3. The standards of good practice regarding accommodation of utilities on county road right-of-way as stated in the King County Road Standards, pursuant to Washington Administrative Code, Chapter 136-40.
- B. In addition, all franchises granted for water and sewer utilities shall be consistent with the following criteria:
  - 1. Health and sanitation regulations of the Seattle-King County health department and the state;
  - 2. County standards for water mains and fire hydrants,
  - 3. The grantee of the franchise shall, at no expense to the county, repair all existing facilities that it owns within county road rights-of-way, including all appurtenant facilities and service lines connecting its system to users, if such repair is required by the county for any reasonable purpose;
  - 4. The grantee of the franchise shall, at no expense to the county, adjust, remove or relocate existing facilities with county road rights-of-way, including all appurtenant facilities and service lines connecting its system to users, if the county determines such adjustment, removal or relocation is reasonably necessary to allow for an improvement or alteration planned by the county in such road right-of-way. The county shall give the grantee written notice of such requirement as soon as practicable, at the beginning of the pre-design stage for projects that are part of the county's capital improvement program, including such available information as is reasonably necessary for the grantee to plan for such adjustment, removal or relocation;
  - 5. For projects that are a part of the county's capital improvement program, in addition to any other notice given to the grantee of the franchise, the county shall provide a vertical and horizontal profile of the roadway and drainage facilities within it, both existing and as proposed by the county, and the proposed construction schedule; notwithstanding any permit conditions that may later be applied to the county project, this initial design information shall be given at least 180 days before construction is scheduled to begin, except in cases of urgent construction or emergencies. The grantee shall respond to this notice, and to any later notices of revised designs based on permit conditions, within no more than 30 days by providing to the county the best available information as to the location of all of the grantee's facilities, including all appurtenant facilities and service lines connecting its system to users and all facilities that it has abandoned, within the area proposed for the public works project. The county shall offer the grantee the opportunity to participate in the preparation of bid documents for the selection of a contractor to perform the public works project as well as all required adjustments, removals or relocations of the grantee's facilities. Such bid documents shall provide for an appropriate cost allocation between the parties. The county shall have sole

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authority to choose the contractor to perform such work. The grantee and the county may negotiate an agreement for the grantee to pay the county for its allocation of costs, but neither party shall be bound to enter into such an agreement. Under such an agreement, in addition to the grantee's allocation of contractor costs, the grantee shall reimburse the county for costs, such as for inspections or soils testing, related to the grantee's work and reasonably incurred by the county in the administration of such joint construction contracts. Such costs shall be calculated as the direct salary cost of the time of county professional and technical personnel spent productively engaged in such work, plus overhead costs at the standard rate charged by the county on other similar projects, including joint projects with other county agencies.

6. The grantee of the franchise shall, at no expense to the county, assume the following obligations with respect to facilities connected to its system that are within county road rights-of-way and which it does not own, including appurtenant facilities and service lines connecting its system to users:
  - a. The grantee shall apply for, upon request and on behalf of the owner of the facilities, a county right-of-way construction permit for any repairs required for such facilities; provided such owner agrees to reimburse the grantee for all costs incurred by the grantee and any other reasonable conditions the grantee requires as a precondition to applying for the permit. All work to be performed in the county right-of-way shall comply with all conditions of the county permit and all applicable county requirements. The grantee may at its option perform any part of the repair with its own forces or require the owner to employ a contractor for that purpose, provided such contractor is approved by the county;
  - b. In the event that the county determines emergency repair of such facilities is necessary to halt or prevent significant damage to county road rights-of-way or significant threats to the health, safety or welfare of parties other than the owner or the occupants of the building served by such facilities, the grantee shall take prompt remedial action to correct the emergency to the county's approval, which the county shall not unreasonably withhold;
  - c. When the county or its contractor provides notice to the grantee, pursuant to chapter 19.122 RCW, of its intent to excavate with county road rights-of-way, the grantee shall provide to the county or its contractor the best information available from the grantee's records or, where reasonable, from the use of locating equipment as to the location of such facilities, including surface markings where these would reasonably be of use in the excavation. If the grantee fails to make good faith efforts to provide the above information within the deadlines provided by chapter 19.122 RCW, the grantee shall hold the county harmless for all reasonable costs that result from damage to such facilities if such damage occurs as a result of the failure to provide such information. Nothing in this subsection is intended or shall be construed to create any rights in any third party or to form the basis for any obligation or liability on the part of the county or the grantee toward any third party, nor is anything in this subsection intended or to be construed to alter the rights and responsibilities of the parties under chapter 19.122 RCW, as amended. (Ord. 13625 § 1, 1999; Ord. 11278 § 3, 1994; Ord. 1710 § 6, 1973).

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## **6.27.065 Franchises amended - violation - revocation**

The county executive is hereby directed to notify all grantees of water and sewer franchises, consistent with the requirement for notice in their franchise agreements, that their agreements have been amended to include the language in Section 6.27.060 B.3, 4, 5 and 6, which shall take precedence over any existing language in their agreements. If the grantee, its successors or assigns shall violate or fail to comply with these amendments after they become effective, King County may notify the grantee of the county's intent to revoke the franchise. The county shall schedule a public hearing within 45 days of such notification. The decision to revoke shall become effective 90 days following the public hearing if the county finds the revocation to be in the public interest. (Ord. 11278 § 4, 1994).

## **Title 12: Public Peace, Safety, and Morals**

### **12.16.050 Discrimination and Equal Employment Opportunity in Employment by Contractors, Subcontractors and Vendors: Contract requirements**

- A. The county's policy, as stated in this chapter, requiring nondiscrimination in contractor and subcontractor employment and equal employment opportunity shall be included in all county contracts, except real property sale [and]\* lease [transactions and]\* government agency contracts. The requirement of compliance with disability access laws shall be included in all applicable county contracts. A violation of this chapter shall be deemed a breach of a material provision of the contract between the county and the contractor. Such a breach shall be grounds for cancellation, termination or suspension, in whole or in part, of the contract by the county, or for invoking the enforcement provisions of this chapter providing for penalties, liquidated damages or other remedies, and may result in ineligibility for county contracts. The burden is on the contractor to demonstrate its compliance with this chapter.
- B. Invitations to bid and requests for proposals for all county contracts, except real property leases, may require the bidder or proposer to [comply] <sup>5</sup> specifically with equal employment opportunity efforts to follow in the event a contract is awarded to the bidder or proposer. Such efforts shall ensure the contractor and its subcontractors while performing the contract for the county affords equal opportunity in employment. (Ord. 16855 § 6, 2010: Ord. 11992 § 7, 1995)

### **12.16.125 Real property lessors and lessees**

No lessor or lessee doing business with the county shall discriminate on the basis of race, color, marital status, national origin, religious affiliation, disability, sexual orientation, gender identity or expression or age except by minimum age and retirement provisions, unless based upon a bona fide occupational qualification, in the employment or application for employment or in the administration or delivery of services or any other benefits under this chapter. The lessor or lessee shall comply fully with all applicable federal, state and local laws, ordinances, executive orders and regulations that prohibit such discrimination. These laws include, but are not limited to, chapter 49.60 RCW, and Titles VI and VII of the Civil Rights Act of 1964. The language in this section shall be included in all lease agreements. (Ord. 16855 § 13, 2010: Ord. 10849 § 19, 1993).

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<sup>5</sup> Reviser's note: Language not underlined in Ordinance 16855. See K.C.C. 1.24.075.

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## **12.51.020 Tobacco Advertizing: Definitions:**

- A. "Advertise" shall mean to display any poster, sign, or other written or visual material which is intended to communicate commercial information or images to the public.
- B. "County facility" shall mean any structure, facility, or fixture owned by or leased to King County.
- C. "Tobacco product" shall mean any product containing tobacco, the prepared leaves of plants of the Nicotiniana family, including but not limited to cigarettes, loose tobacco, cigars, snuff, chewing tobacco, or any other preparation of tobacco. (Ord. 10615 § 2, 1992).

## **12.51.030 Advertising prohibited in county facilities**

Tobacco product advertising prohibited in county facilities. No contract, or amendment, or renewal or extension thereof, relating to use of county facilities or to advertising in county facilities shall allow any advertising of any tobacco product in a county facility; provided, that this shall not apply to:

Advertising contained in a program, leaflet, newspaper, magazine, or other written material lawfully sold within a county facility. (Ord. 10615 § 3, 1992).

## **12.52.030 Emergency Powers: Powers delineated**

The executive shall see that the Washington State laws and ordinances of King County are enforced, and shall direct and control all subordinate officers of the county, except insofar as such enforcement, direction and control is by King County Charter reposed in some other officer or board, and shall maintain the peace and order in King County.

- A. Whenever an emergency or disaster occurs in King County and results in the death or injury of persons or the destruction of property, or involves the potential for flowing [flooding] arising out of the diminished capacity of the Howard Hanson dam, to such an extent as to require, in the judgment of the executive, extraordinary measures to protect the public peace, safety and welfare, the executive may forthwith proclaim in writing the existence of such an emergency.
- B. Upon the proclamation of an emergency by the executive, and during the existence of such emergency, the executive may make and proclaim any or all of the following orders:
  - 1. An order recalling King County employees from vacation, canceling days off, authorizing overtime, or recalling selected retired employees;
  - 2. An order waiving the requirements of K.C.C. 4.04, 4.16, 4.18, 12.16 and 12.18.095 with reference to any contract relating to the county's lease or purchase of supplies, equipment, personal services or public works as defined by RCW 39.04.010, or to any contract for the selection and award of professional and/or technical consultant contracts. Provided, however, that an emergency waiver of the requirements under K.C.C. 4.18, 12.16 and 12.18 shall not amend the annual utilization goals unless the emergency makes it impossible to achieve the annual utilization goals.
  - 3. An order directing evacuation and/or clearing of debris and wreckage caused by an emergency or disaster from publicly and privately owned lands and waters;
  - 4. An order imposing a general curfew applicable to King County as a whole, or to such geographical area or areas of King County and during such hours, as the executive deems necessary, and from time to time to modify the hours such curfew will be in effect and the area or areas to which it will apply;
  - 5. An order requiring any or all business establishments to close and remain closed until further order;

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6. An order requiring discontinuance of the sale, distribution or giving away of alcoholic beverages in any or all parts of King County, and/or the closure of any and all bars, taverns, liquor stores, and other business establishments where alcoholic beverages are sold or otherwise dispensed; provided that with respect to those business establishments which are not primarily devoted to the sale of alcoholic beverages and in which such alcoholic beverages may be removed or made secure from possible seizure by the public, the portions thereof utilized for the sale of items other than alcoholic beverages may, in the discretion of the executive, be allowed to remain open;
  7. An order requiring the discontinuance of the sale, distribution or giving away of gasoline or other liquid flammable or combustible products in any container other than a gasoline tank properly affixed to a motor vehicle;
  8. An order closing to the public any or all public places including streets, alleys, public ways, schools, parks, beaches, amusement areas and public buildings;
  9. An order prohibiting the carrying or possession of firearms or any instrument which is capable of producing bodily harm and which is carried or possessed with intent to use the same to cause such harm; provided that any such order shall not apply to peace officers or military personnel engaged in the performance of their official duties;
  10. An order granting emergency postponement of King County permit procedures for public work projects, as defined by RCW 39.04.010, responding to conditions of the emergency and/or for restoration of public facilities damaged as a result of the emergency. Such postponements shall be temporary. All projects must comply with all applicable code requirements. A permit and inspection must be obtained as soon as possible after work has begun, but permit application shall be made no later than six months after the date of the emergency proclamation.
  11. Such other orders as are imminently necessary for the protection of life and property.
- C. Any executive order authorized by this section shall, be filed with the clerk of the council not later than 10:00 a.m. of the second business day after it is issued, except for orders waiving requirements of K.C.C. 4.04, 4.16, 4.18, 12.16 and 12.18. Executive orders issued under authority of this section shall continue in force and effect until terminated by order of the executive or action by the council by ordinance. Provided, however, that orders waiving the requirements of K.C.C. 4.04, 4.16, 4.18, 12.16 and 12.18 shall terminate as provided for in K.C.C. 4.16.050.
- D. Any proclamation issued by the executive pursuant to the authority of this chapter shall be delivered to all news media within King County and shall utilize such other available means as shall be necessary, in the executive's judgment, to give notice of such proclamation to the public.
- E. It shall be a misdemeanor for anyone to fail or refuse to obey any such order proclaimed by the executive. Anyone convicted of a violation of this section is punishable by a fine of not more than one thousand dollars or by imprisonment for not more than ninety days, or both such fine and imprisonment. (Ord. 16639 § 3, 2009; Ord. 12163 § 5, 1996; Ord. 1058 § 3, 1971).

### **12.74.030 Political Signs and Posters: Political signs not allowed on public property**

It is unlawful for any person to paste, paint, affix or fasten on any utility pole or on the sidewalk, roadway, or on any public building or structure any such sign, poster, bill or other advertising device when such facilities are located on public property or within public easements. (Ord. 915 § 3, 1971).

## **12.74.050 Penalty for violation**

Violation, or failure to comply with the provisions of this chapter, shall subject the offender, upon conviction thereof, to a fine of not to exceed two hundred fifty dollars, or to imprisonment for a period not exceeding ninety days, or both, and each day that such violation or failure to comply exists shall constitute a separate offense. The prosecutor may as an alternative to criminal action seek legal or equitable relief to enjoin or abate any violation. (Ord. 915 § 5, 1971).

## **Title 14: Roads and Bridges**

### **14.44.010 Utilities on County Rights-of-Way: Purpose**

The purpose of this chapter is to regulate the granting of right-of-way construction permits and to insure that utility construction work undertaken pursuant to such permits is consistent with the applicant's right-of-way franchise from the county, the applicable district comprehensive plan, the critical areas code, the county comprehensive plan, sound engineering and design standards, health and sanitation regulations, and county standards for water mains and fire hydrants. (Ord. 16266 § 2, 2008; Ord. 9614 § 107, 1990; Ord. 1711 § 1, 1973).

### **14.44.020 Construction permit - required**

- A. All construction work performed by franchised utilities, telephone and telegraph companies and within King County right-of-way shall require a right-of-way construction permit to be issued by the property services division of the department of construction and facility management; provided, that construction work undertaken by King County or under contract to King County or requested by King County due to new construction shall be exempted from this requirement. Construction work shall include but not be limited to the construction and maintenance of waterlines, gas pipes, sewer lines, petroleum pipelines, telephone, telegraph and electric lines, cable TV and petroleum products and any other such public and private utilities.
- B. The department of transportation and all other county departments during the construction of capital improvement projects shall install vacant conduit reserved for the future installation of fiber optic cable in accordance with the county's I-Net and Wide Area Network Plans; all capital improvement projects not requiring trenching or modification to the subgrade, such as overlays and shoulder widening, shall be exempted from this requirement. (Ord. 12486 § 1, 1996; Ord. 5275 § 1, 1981; Ord. 1711 § 2, 1973).

### **14.44.030 Construction permit - Application - Generally**

Applications for all right-of-way construction permits shall be submitted, in writing, to the real property division\*. The application shall contain whatever information, including plans and specifications, which the real property division<sup>6</sup> shall require. (Ord. 5275 § 2, 1981; Ord. 1711 § 3, 1973).

### **14.44.040 Construction permit - application - fees**

Each application requires a fee payable to the real estate services section for the administrative costs and expenses of processing the application. The following fee schedule applies:

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<sup>6</sup> Reviser's note: Ordinance 14199 renamed and transferred the powers, duties and functions to the facilities management division.

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- A. Pole lines:
    - Power, telephone, etc. (every six poles or portion thereof): \$200.00
  - B. Water:
    - Installing mains (1000 lin. ft. or less): \$200.00
    - Additional 1000 lin. ft. or fraction thereof: \$180.00
    - Excavation for connection: \$200.00
  - C. Sewer:
    - Installation of mains (1000 ft. or fraction thereof): \$200.00
    - Additional 1000 lin. ft. or fraction thereof: \$180.00
    - Excavation for connection: \$200.00
  - D. Cable or conduit:
    - Installing cable or conduit (1000 ft. or less): \$200.00
    - Additional 1000 lin. ft. or fraction thereof: \$180.00
    - Excavation for connection: \$200.00
  - E. Gas or oil:
    - Installing mains (1000 lin. ft. or less): \$200.00
    - Additional 1000 ft. or fraction thereof: \$180.00
    - Excavation for connection: \$200.00
  - F. Attachment to existing poles for every three attachments: \$140.00
  - G. Immediate response permit requests: In addition to the required permit fees an additional fee of sixty dollars shall be charged.
  - H. Maintenance permits: Fees per number of connections:
    - 1. 0 to 50 connections: \$200.00
    - 2. 51 to 100 connections: \$250.00
    - 3. 101 to 200 connections: \$300.00
    - 4. 201 to 500 connections: \$400.00
    - 5. 501 or more: \$450.00
- (Ord. 16295 § 8, 2008; Ord. 15316 § 2, 2005; Ord. 14264 § 6, 2001; Ord. 13327 § 2, 1998; Ord. 10172 § 1, 1991; Ord. 7025 § 2, 1984; Ord. 7021 § 1, 1984; Ord. 5275 § 3, 1981; Ord. 1711 § 4, 1973).

### **14.44.045 Inspection fee**

- A. The permittee shall pay an inspection fee at the rate of one hundred forty-nine dollars per hour of utility inspection to the department of transportation, road services division. The fees are in addition to any other county fees and are nonrefundable.
- B. The fees shall be collected in accordance with administrative procedures developed by the department of transportation, road services division. (Ord. 16296 § 2, 2008; Ord. 15060 § 2, 2004; Ord. 14519 § 1, 2002; Ord. 13329 § 2, 1998; Ord. 11583, 1994; Ord. 11139 § 1, 1993; Ord. 10650 § 1, 1992; Ord. 10176 § 1, 1991; Ord. 9718, 1990; Ord. 9450, 1990; Ord. 8748, 1988; Ord. 7025 § 3, 1984).

### **14.44.050 Construction permit - application - review**

- A. The department of executive services shall coordinate the review by all departments of right-of-way construction permit applications and shall determine whether the proposed construction is consistent with the applicant's right-of-way franchise from the county.

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- B. The department of transportation shall review and evaluate applications in respect to the hazard and risk of the proposed construction, location of the proposed construction in relation to other utilities in the right-of-way and the adequacy of the engineering and design of the proposed construction.
- C. The department of natural resources and parks shall review and evaluate all applications for right-of-way construction permits for sewer and water main extensions to determine whether the proposed construction is consistent with the sewer or water comprehensive plan approved by the county council pursuant to K.C.C. chapter 13.24. If the facility is not consistent with an approved comprehensive plan, then the construction permit shall not be issued. Applications for those water utilities with Group A nonexpanding public water systems that are not required to prepare comprehensive plans for approval by the county council pursuant to K.C.C. 13.24.010 shall be approved if all other conditions of this chapter are met. (14498 § 22, 2002: Ord. 13625 § 15, 1999: Ord. 5275 § 4, 1981: Ord. 4273 § 1, 1979: Ord. 1711 § 5, 1973).

### **14.44.055 Emergency construction permits - Unfranchised utilities**

- A. The facilities management division may issue right-of-way construction permits to unfranchised utilities under the following circumstances:
  - 1. When the Seattle-King County department of public health has determined that the proposed work is necessary to address a public health hazard; or
  - 2. When the road services division of the department of transportation has determined that the proposed work is necessary to address actual or imminent damage to county right-of-way or to address hazards to users of county right-of-way.
- B. No right-of-way construction permit for sewer or water facility construction shall be issued unless the facilities management division receives a determination from the chair of the utilities technical review committee that the proposed work is consistent with the King County Comprehensive Plan codified in K.C.C. Title 20 and with K.C.C. 13.24.132, 13.24.134, 13.24.138 and 13.24.140.
- C. The permit applicant shall be required to meet all conditions of this chapter, except K.C.C. 14.44.050A and C. (Ord. 14199 § 205, 2001: Ord. 11790 § 1, 1995).

### **14.44.060 Policy on accommodation of utilities**

Adoption.

- A. "King County Regulations for Accommodation of Utilities on County Road Rights-of-Way 1997" is hereby approved and adopted as the King County policy for utility installation and maintenance operations within King County road rights-of-way. (Ord. 13015 § 1, 1998).

### **14.44.070 Coordination of right-of-way construction**

- A. The applicant, at the time of submitting an application for a right-of-way construction permit, shall notify all other public and private utility entities known to be using or proposing to use the same right-of-way of the applicant's proposed construction and the proposed timing of such construction. Any such entity notified may, within seven days of such notification, request a delay in the commencement of such proposed construction for the purpose of coordinating other right-of-way construction with that proposed by the applicant.
- B. The property services division shall also coordinate the approval of right-of-way construction permits with county street improvements and maintenance and may delay the

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commencement date for the applicant's right-of-way construction for ninety days or less, except in the case of emergencies, if it finds that such delay will reduce the inconvenience to county road users from construction activities, if it finds that such delay will not create undue economic hardship on the applicant, or if it finds that such delay will allow the county to install conduit for future installation of fiber optic cable.

- C. The property services division shall inform the department of transportation of all right-of-way construction permits issued.
- D. The property services division shall forward copies of all right-of-way construction permit applications for projects 1,000 feet or longer to the department of information and administrative services. The division of information technology services will determine within 15 working days whether the installation of conduit may be needed for the future installation of fiber optic cable to connect county or other public facilities. (Ord. 12486 § 2, 1996: Ord. 5275 § 5, 1981: Ord. 1711 § 7, 1973).

### **14.44.080 Performance guarantee required**

Prior to final approval of all right-of-way construction permits, the department of transportation shall determine the amount of the performance guarantee necessary to assure compliance with the approved construction plans, applicable state and local health and sanitation regulations, county standards for water mains and fire hydrants and to assure proper restoration of the road and the health and safety of the users of the road. The applicant shall submit the financial guarantee consistent with the provisions of K.C.C. Title 27A. (Ord. 14199 § 206, 2001: Ord. 12020 § 48, 1995: Ord. 1711 § 8, 1973).

### **14.44.090 Construction permit - Form**

The right-of-way construction permit granted shall be in a form approved by and be made subject to all reasonable and necessary terms and conditions imposed by the department of transportation. (Ord. 14199 § 207, 2001: Ord. 1711 § 9, 1973).

### **14.44.100 Notification by permittee of construction commenced**

The permittee is required to give oral or written notice of the date construction will begin to the following agencies: department of transportation for all right-of-way construction; Seattle-King County department of public health for construction of waterworks (except for domestic service connections); and King County fire marshal for waterworks. Failure to give such notice is grounds for the revocation or suspension of the construction permit. (Ord. 14199 § 208, 2001: Ord. 1711 § 10, 1973).

### **14.44.110 Enforcement**

The director of the department of transportation and the director of the Seattle-King County department of public health are authorized to enforce the provisions of this chapter, the ordinances codified in it, and any rules and regulations adopted hereunder pursuant to the enforcement and penalty provisions of K.C.C. Title 23. (Ord. 14199 § 209, 2001: Ord. 2910 § 5, 1976: Ord. 1711 (part), 1973).

### **14.44.115 Productivity and customer service report**

Concurrent with the annual submittal of the executive proposed budget, on or about October 1 of each year, a report shall be provided to the county council by the property services division or its successor detailing performance measurements for each function within the permit and

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franchises section or its successor. The performance measurements shall include historical reporting for the current year-to-date and the preceding three years. The data reported is to include, but not be limited to: the number of permits and other transactions processed and the number of employees for each period; the average, longest and shortest periods of time for permits processed by the division for each year; the criteria used to determine the value of easements and of annual fees for use of county property, demonstrating utilization of commonly accepted principles of real estate appraisal; and the appraisal reports and fee calculation formulas for easements and annual fees for uses for all fees assessed in excess of one thousand dollars. (Ord. 14264 § 9, 2001).

## **14.44.120 Severability**

If any provision of this chapter or its application to any person or circumstance is declared unconstitutional or invalid for any reason, such decision shall not affect the validity of the remaining portions of this chapter. (Ord. 1711 § 13, 1973).

## **14.45.010 Wireless Minor Communication Facilities within County Rights-of-Way:**

### **Purpose.**

The purpose of this chapter is to grant, through right-of-way use agreements, authority for the placement of minor communication facilities within the county rights-of-way, and to establish standards for right-of-way use agreements which:

- A. Compensate the county for the value of the use of the county right-of-way by wireless telecommunications providers; and
- B. Reimburse the county for ongoing costs associated with those uses of the county right-of-way; and
- C. Encourage competition by establishing consistent terms and conditions under which wireless telecommunications providers may use valuable public property to serve the public; and
- D. Fully protect the public and the county from any harm that may flow from such private use of county right-of-way; and
- E. Protect and carry out the authority of the county over activities in the county right-of-way, while recovering costs; and
- F. Allow the county to exercise its stewardship responsibilities with regard to county right-of-way in a manner consistent with all applicable county policies and codes, including but not limited to the zoning code, the county comprehensive plan, county road standards; and
- G. Otherwise protect the public interests in the development and use of the county right-of-way infrastructure and in preserving and improving the aesthetics of the community. (Ord. 13734 § 3, 2000).

## **14.45.020 Definitions**

The following terms shall be applicable to this chapter:

- A. "Right-of-way" is land, property or property interest, such as an easement, usually in a strip, as well as bridges, trestles, or other structures, dedicated to, or otherwise acquired by the county for public motor vehicle transportation purposes, including, but not limited to, roads, streets, avenues, and alleys, whether or not opened, improved or maintained for public motor vehicle transportation purposes.
- B. "Right-of-way use agreement" is an agreement between the county and a wireless telecommunications provider through which is granted a site-specific and revocable privilege to use county right-of-way at a location identified in the agreement for wireless

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telecommunications facilities, and through which are set forth the terms and conditions for exercising the granted privilege to use the county right-of-way.

- C. "Wireless telecommunications facility" is the capital, equipment and property, including but not limited to the poles, pipes, mains, conduits, ducts, pedestals, and electronic equipment within the right-of-way used for the purpose of transmitting, receiving, distributing, providing, or offering wireless telecommunications.
- D. "Wireless telecommunications provider" is every person that owns, controls, operates or manages a wireless minor telecommunication facility within the county right-of-way for the purpose of offering wireless telecommunication services (i.e. transmission for hire of information in electronic or optical form, including, but not limited to, voice, video, or data).
- E. "Wireless" means transmissions through the airwaves including, but not limited to, infrared line of sight, cellular, microwave, or satellite. (Ord. 13734 § 4, 2000).

## **14.45.030 Exemptions**

The following wireless minor telecommunication facilities are not subject to the provisions of this chapter:

- A. Facilities located or constructed by King County or under contract to King County; and
- B. Facilities for wireless telecommunication service providers that have current franchise agreements pursuant to K.C.C. chapter 6.27A. (Ord. 13734 § 5, 2000).

## **14.45.040 Grant of authority - right-of-way use agreement required**

Wireless minor communication facilities shall only be located or constructed within King County rights-of-way after a right-of-way use agreement is issued by the property services division of the department of construction and facility management. Prior to issuing the agreement, the division shall ensure that the proposed facility is located, designed and proposed to be constructed in a manner that complies with all applicable county policies and codes, including but not limited to the provisions of Ordinance 13734, zoning code, the county comprehensive plan, county road standards, and the Regulation for Accommodations of Utilities on county Roads Right-of-Way adopted by K.C.C. 14.44.060. Furthermore, the right-of-way use agreement shall only allow placement of wireless telecommunication facilities on improved and maintained county road rights-of-way. (Ord. 13734 § 6, 2000).

## **14.45.050 Grant of authority - effective period**

The right-of-way use agreement constitutes authorization for the applicant to use the county right-of-way at the location specified in the agreement for no more than ten years. Failure to comply with the terms and conditions of the right-of-way agreement, including payment of required annual compensation, is cause for revoking of the use agreement. The agreement holder shall remove facilities authorized the agreement from the county right-of-way upon expiration of the agreement, unless renewed, or upon revocation of the agreement for cause. (Ord. 13734 § 7, 2000).

## **14.45.060 Application - contents**

- A. The property services division shall not commence review of any application set forth in this chapter until the applicant has submitted the following:
  - 1. An application form provided by the property services division and completed by the applicant;

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2. The name of the applicant and a designated contact person;
  3. Plans and specifications for any structures, antenna or other equipment to be placed in the right-of-way or , if applicable, on abutting private property;
  4. A vicinity map showing the specific location of right-of-way subject to the application;
  5. When structures and equipment are to be located on abutting properties:
    - a. a site plan illustrating the relationship to property lines and other structures on the site,
    - b. legal description of the site abutting property, and
    - c. proof that the abutting property is a legally recognized lot pursuant to K.C.C. Title 19A;
  6. A critical areas affidavit if required by K.C.C. chapter 21A.24;
  7. A completed environmental checklist, if required by K.C.C. chapter 20.44; and
  8. Payment of any review fees established by Ordinance 13734;
- B. The applicant shall attest by written oath to the accuracy of all information submitted for an application. (Ord. 16266 § 3, 2008: Ord. 13734 § 8, 2000).

## 14.45.070 Application review

The property services division, roads services division of the department of transportation and the department of development and environmental services shall coordinate review and inspection of the application for a right-of-way use agreement and, to the extent required, any zoning approvals, building permits and environmental review under the state Environmental Policy Act, as follows:

- A. The property services division shall coordinate the review by all departments of right-of-way use agreement applications.
- B. The roads services division shall review and evaluate applications with respect to the hazard and risk of the proposed construction and location of the proposed construction in relation to other utilities in the right-of-way.
- C. The department of development and environmental services shall review and evaluate all applications to determine consistency with respect to the standards and requirements of K.C.C. chapter 21A.26 and Ordinance 13734. The department shall also be the lead agency for purposes of any environmental review required under K.C.C. 20.44. (Ord. 13734 § 9, 2000).

## 14.45.080 Application review and inspection fees

- A. The following fees shall be required for the administrative costs and expenses of processing and inspecting a right-of-way use agreement application.

Review Agency	Fee
Real estate services section of the facilities management division (application processing and coordinating)	\$500
Department of development and environmental services (zoning review)	as provided in K.C.C. 27.10.120
Road services division (inspection)	\$125 per hour

- B. The application processing and coordination fee to recover the cost of processing the application by the real estate services section shall be paid thereto upon filing of the application, and is nonrefundable.

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- C. In addition, the real estate services section shall have the authority to require applicants to reimburse the real estate services section for actual costs incurred by the real estate services section as a result of issuance, renewing or amending a wireless right-of-way use agreement under this chapter, to the extent the costs exceed the costs of processing the application recovered by the application processing and coordination fee. The payment of actual cost balances shall be made at the time the wireless right-of-way use agreement is executed. (Ord. 16295 § 10, 2008; Ord. 13734 § 10, 2000).

## **14.45.090 Annual compensation for use of right-of-way**

- A. In consideration for continuing use of the county rights-of-way, an agreement holder shall commit to provide an annual use payment. The amount of the use payment shall be as follows:

<b>Type of Equipment/Facility within the right-of-way</b>	<b>Use Payment</b>
Separate support structure (such as a monopole or lattice) used solely for wireless antenna, with antenna/receiver transmitter and/or equipment cabinet	\$5,000
Antenna/receiver transmitter (on an existing or replacement pole) and equipment cabinet	\$3,000
Antenna/receiver transmitter (on an existing or replacement pole) or equipment cabinet, but not both	\$2,000

- B. For the purpose of this section, "replacement pole" means a new utility pole replacing an existing utility pole in the county right-of-way with no increase in the total number of utility poles in the right-of-way. Replacement poles provide extra capacity to support attached wireless telecommunications facilities.
- C. Use payments shall be paid to the property services division and are due upon the signing of the agreement, prorated to the end of the year, and the first of January every year thereafter.
- D. All use payments prescribed by subsection A shall be automatically escalated annually, beginning January 1, 2001 and every year thereafter, for the change in the U.S. Department of Labor, Bureau of Labor Statistics Consumer Price Index for All Urban Consumers ("CPI-U") for the Seattle-Tacoma-Bremerton Statistical Metropolitan Area for the preceding calendar year. In the event the CPI-U (or a successor or substitute index) is no longer published, a reliable government or other non-partisan index of inflation selected by the county shall be used to calculate the adjusted amounts. (Ord. 13734 § 11, 2000).

## **14.45.100 Insurance requirements**

- A. For any right-of-way use agreement, the agreement holder must carry commercial general liability, automobile liability and stop gap or employers liability coverage, each in minimum limits of not less than one million dollars (\$1,000,000), in an amount approved by the King County office of risk management. All policies must name King County as an additional named insured.
- B. All policies shall be placed with insurers having a Bests' rating of no less than A:VIII or, if not rated by Bests, with surpluses equivalent to or greater than Bests' A:VIII rating. The agreement holder shall send copies of certificates, endorsements or other adequate evidence of compliance with this section to the office so designated in the application prior to the county's execution of the agreement. (Ord. 13734 § 12, 2000).

## **14.45.110 Liquidated damages**

All right-of-way use agreements may provide for liquidated damages to compensate the county for harm caused by violation of an agreement or this chapter, or any applicable law in an amount which is a reasonable forecast of just compensation for the harm caused by the violation. (Ord. 13734 § 13, 2000).

## **14.45.120 Liability and indemnification**

- A. All right-of-way use agreements shall contain the following provision: the holder of agreement shall have no recourse whatsoever against the county or its officials, boards, commissions, agents, or employees for any loss, costs, expenses, or damages arising out of any provision or requirement of the agreement, or Ordinance 13734 because of the enforcement of the agreement, or Ordinance 13734 except if such loss, costs, expenses or damages are the result of the sole negligence or misconduct on the part of the county or its agents.
- B. All right-of-way use agreements shall contain the following provision: to the extent permitted by law, the holder of the agreement shall, at its sole cost and expense, indemnify, hold harmless, and defend the county and its officers, boards, commissions, agents and employees, against any and all claims, including but not limited to third -party claims, suits, causes of action, proceedings and judgments for damages or equitable relief arising out of the construction, repair, maintenance or operation of its wireless telecommunication facilities, or in any way arising out of the agreement holder's enjoyment or exercise of the right-of-way use agreement granted pursuant, or otherwise subject, to Ordinance 13734, regardless of whether the act or omission complained of is authorized, allowed or prohibited by Ordinance 13734 or an agreement. This provision includes, but is not limited to expenses for reasonable legal fees and for disbursements and liabilities assumed by the county as follows:
1. To persons or property, in any way arising out of or through the acts or omissions of the agreement, its officers, employees, or agents or to which the agreement holder's negligence shall in any way contribute;
  2. Arising out of a agreement holder's failure to comply with the provisions of any federal, state or local statute, ordinance, rule, or regulation applicable to the agreement holder.
- C. The county shall give the agreement holder timely written notice of the making of any claim or the commencement of any action, suit or other proceeding covered by ordinance 13734. In the event any such claim arises, the county or any other indemnified party shall tender the defense thereof to the permit and the agreement holder shall have the right to defend, settle, or compromise any claims arising hereunder and the county shall cooperate fully therein. (Ord. 13734 § 14, 2000).

**14.45.130 Antenna and equipment cabinets/buildings abutting residential zones** Antenna and equipment cabinets/buildings abutting zoned UR, RA or R shall be subject to the following:

- A. Antennas shall not extend horizontally more than three feet from any pole to which it is mounted. This provision shall be reviewed one year after March 16, 2000, to evaluate aesthetic benefits upon residential neighborhoods and to determine the effects upon the ability of wireless service providers to reasonably and efficiently place facilities within the right-of-way. In order to facilitate this review, wireless service providers shall provide photographs documenting antennas located on all current facilities that are subject to right-of-way use agreements.

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- B. Electronic equipment cabinets or buildings shall be constructed underground when there is an existing residential dwelling unit within three hundred feet, unless the required excavation will occur within the required buffers of critical areas, such as wetlands, streams and steep slopes, thus posing greater potential for environmental degradation of the critical area. (Ord. 16266 § 4, 2008; Ord. 13734 § 15, 2000).

## **14.46.010 Public and Private Utilities on King County Real Property: Purpose**

The purpose of this chapter shall be to authorize and regulate the issuance of permits for the accommodation of public and private utility facilities, and other uses upon King County owned real property which is not dedicated as right-of-way and to insure that privileges authorized by the permits are consistent with public ownership of the property, the county Comprehensive Plan, the critical areas code, sound engineering and design standards, and health and sanitation regulations. (Ord. 16266 § 5, 2008; Ord. 9614 § 108, 1990; Ord. 4099 § 1, 1979).

## **14.46.020 Permit - Required - Exceptions**

All utility construction work and other uses performed upon, along, over, under or across any public place in King County shall require a permit to be issued by the facilities management division; provided, that construction work undertaken by King County or under contract to King County or requested by King County due to new construction shall be exempted from this requirement. Utility construction work includes, but is not limited to, construction and maintenance of waterworks, gas pipes, telephone, telegraph and electric lines, sewers, cable television and petroleum products and any other such public and private utilities. (Ord. 14199 § 210, 2001; Ord. 4099 § 2, 1979).

## **14.46.030 Permit - Issuance authority - Use**

The facilities management division is authorized to issue revocable permits for all utility construction work and installation, and other uses upon, along, over, under or across any public place in King County. The permits shall be used to authorize an act or series of acts on King County owned real property which is not dedicated as right-of-way. (Ord. 14199 § 211, 2001; Ord. 4099 § 3, 1979).

## **14.46.040 Permit - Privilege limitations**

The permits shall not be construed to convey any vested right in the property. The permits grant only a personal and revocable privilege and license to do one or more acts on the property without possessing any interest in the property. (Ord. 4099 § 4, 1979).

## **14.46.050 Permit - Compliance with applicable provisions**

The issuance of permits authorized in this chapter does not relieve or release the permittee from complying with other applicable statutes, ordinances, restrictions, regulations, rules or obligations in connection with the permittee's proposed use of the property. (Ord. 4099 § 5, 1979).

## **14.46.060 Permit - Terms and conditions**

The permits shall be subject to all terms, conditions and restrictions, imposed by the department responsible for the management of the property to be affected, deemed necessary to preserve all characteristics consistent with public ownership; consequently, the general and specific terms,

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conditions and restrictions of the permits will vary according to, but not limited to, the following:

- C. The property interest owned by King County;
- D. All federal, state or local restrictions placed on the use of the property;
- E. The purpose for acquiring the property;
- F. Plans for the future development of the property;
- G. The applicant's proposed use of the property; and
- H. The individual characteristics of the property. (Ord. 4099 § 6, 1979).

## **14.46.070 Permit - application - required information**

Applications for all permits shall be submitted, in writing, to the real estate services section of the facilities management division. The application shall contain whatever information, including plans and specifications, the real estate services section requires. (Ord. 16295 § 12, 2009: Ord. 4099 § 7, 1979).

## **14.46.080 Permit - application and inspection fee**

- A. Each application requires a five-hundred-dollar fee payable to the real estate services section of the facilities management division for the administrative costs and expenses of processing the application. The fee is nonrefundable. The real estate services section shall have the authority to require applicants to reimburse the real estate services section for the actual cost incurred by the real estate services section as a result of issuance, renewal or amendment of the permits under this section to the extent the costs exceed the cost of processing the application recovered by the application fee. The payment of actual cost balances shall be made at the time of permit issuance.
- B. In addition, the permittee is required to pay an inspection fee to the department responsible for the management of the property to be affected based on the time spent on the job by inspectors during or after construction. (Ord. 16295 § 13, 2008: Ord. 14264 § 8, 2001: Ord. 13327 § 8, 1998: Ord. 7020 § 1, 1984: Ord. 4099 § 8, 1979).

## **14.46.090 Review and certification by agencies**

- A. The property services division shall coordinate the review by all departments of permit applications.
- B. The department responsible for the management of the property to be affected shall review and evaluate applications with respect to the hazard and risk of the proposed construction or use; location of the proposed construction or use in relation to other facilities using the property; the adequacy of the engineering and design of the proposed construction or use; and applicable federal, state, county and local laws and regulations.
- C. The Seattle-King County department of public health shall review and evaluate applications for the construction of waterworks, except for domestic service connections, to determine consistency with state and local health and sanitation regulations.
- D. The King County fire marshal shall review and evaluate applications for the construction of waterworks to determine consistency with county standards for water mains and fire hydrants.
- E. All applications for the construction of sewer or water facilities must be certified by the department of development and environmental services as consistent with a sewer or water comprehensive plan approved by the county council pursuant to K.C.C. chapter 13.24.

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- F. In any case, the property services division shall forward the application to the department for recommendations on critical area issues and the property services division shall be responsible for assuring that any application meets the requirements of K.C.C. chapter 21A.24 and the administrative rules promulgated thereunder before the permit is issued. (Ord. 16266 § 6, 2008; Ord. 11792 § 12, 1995; Ord. 9614 § 109, 1990; Ord. 4099 § 9, 1979).

### **14.46.100 Financial guarantee requirements**

Prior to final approval of all permits, the department responsible for the management of the property to be affected shall determine the amount of the performance guarantee necessary to assure compliance with approved construction plans, applicable state and local health and sanitation regulations, county standards for water mains and fire hydrants, and to assure proper restoration of the property and the health and safety of the users of the property. The applicant shall submit the financial guarantee consistent with the provisions of Title 27A. (Ord. 12020 § 49, 1995; Ord. 4099 § 10, 1979).

### **14.46.110 Notice of proposed use and commencement - Departmental coordination of permit approval**

- G. The applicant, at the time of submitting an application for a permit, shall notify all public and private utility entities known to be using or proposing to use the same public place of the applicant's proposed use and the proposed timing of any construction. Any such entity notified may, within seven days of such notification, request a delay in the commencement of any proposed construction for the purpose of coordinating other construction work on the property with that proposed by the applicant. The real property division\* may delay the commencement date for the applicant's construction work on the property for ninety days or less if it finds that such delay will reduce the inconvenience to the public from construction activities, and it finds that such delay will not create undue economic hardship on the applicant.
- H. The real property division\* shall also coordinate the approval of permits with the department responsible for the management of the property to be affected and may delay the commencement date for the applicant's construction work for ninety days or less upon making the findings described in subsection A. of this section.
- I. The real property division\* shall inform the Seattle-King County department of public health of permits for construction of waterworks (except domestic service connections), and the King County fire marshal of permits for waterworks. (Ord. 4099 § 11, 1979).

### **14.46.120 Notice to agencies of construction date**

The permittee is required to give written notice of the date construction will begin to the following agencies: The department responsible for the management of the property to be affected; Seattle-King County department of public health for construction of waterworks (except for domestic service connections); King County fire marshal for construction of waterworks. Failure to give such notice is grounds for the revocation or suspension of the permit. (Ord. 4099 § 12, 1979).

### **14.46.130 Permit revocation**

Any permit issued by the authority of this chapter shall be revocable at any time that the department responsible for the management of the property affected shall determine that the

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public health, safety, general welfare, or public use requires such revocation, and the right to revoke is expressly reserved to King County. At a reasonable time prior to action upon such revocation or proposed revocation, opportunity shall be afforded to the permittee to present for consideration action or actions alternative to the revocation of such permit. (Ord. 4099 § 13, 1979).

### **14.46.140 Termination of privileges - Assessment**

All privileges granted by the permits shall automatically terminate at such time as the permittee ceases to use the property and any facilities authorized by the permit. The permittee may terminate the agreement by written notice to the manager of the Real Property Division. Upon revocation, termination or abandonment of any permit, the permittee shall remove at his expense all facilities placed on such property by the permittee and restore the premises to a condition which is equivalent in all respects to the condition existing prior to installation of the facilities or to a condition which is satisfactory to the county. If the permittee has not accomplished removal and restoration at the end of a ninety-day period following the effective date of revocation, termination or abandonment, the county may accomplish all of the necessary work and charge all of the costs to the permittee. (Ord. 4099 § 14, 1979).

### **14.46.150 Enforcement**

In addition to other enforcement powers and not in limitation thereto, the manager of the Real Property division is authorized to enforce the provisions of this chapter, and any rules and regulations adopted thereunder pursuant to the enforcement and penalty provisions of K.C.C. Title 23. (Ord. 4099 § 15, 1979).

**\* Editor's note: Ord. 10553, 1992, renamed and transferred the powers, duties and functions to the property services division.**

### **14.46.160 Rights reserved to county - Conformance and payment of cost required**

The county reserves the right to use, occupy and enjoy its property for such purposes as it shall desire including but not limited to, constructing or installing structures and facilities on the property, or developing, improving, repairing or altering the property. The permittee upon written notice will at his own cost and expense, remove, repair, relocate, change or reconstruct such installations to conform with the plans of work contemplated or ordered by the county according to a time schedule contained in the written notice. (Ord. 4099 § 16, 1979).

### **14.46.170 Rule and regulation promulgation**

The manager of the Real Property division may promulgate any rules and regulations necessary for the operation of this chapter. (Ord. 4099 § 17, 1979).

## **Title 20: Planning**

### **20.12.100 County space plan**

The 2005 county space plan dated July 13, 2005, consisting of planning policies, location of county agencies and implementation plan, and incorporating the King County Department of Executive Services Space Plan 2004 transmitted by the executive on July 23, 2004, is adopted as a subelement of the public facilities element of the comprehensive plan and the master plan for county facility development as defined in K.C.C. 4.04.020. The county space plan dated July 13,

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2005, shall govern development of all facility master plans, facility program plans and CIP and lease requests for space housing county agency operations.

The executive shall update the current and future space needs and implementation plans of the county space plan and submit them to the council as amendments to the county space plan by March 1 of every other year, beginning on March 1, 2006. In accordance with Motion 11118, any future space plan documentation should use as a guideline the document "A Template for Space Planning: Recommendation from the King County Space & Facilities Peer Review Panel December 2000" ("peer review report"), which was adopted as Attachment C\* to Ordinance 14515. While the peer review report should guide the preparation of future space planning documentation, it report does not constitute mandatory requirements for space planning. (15328 § 2, 2005: Ord. 14515 § 1, 2002: Ord. 10810 § 1, 1993).

## **King County Growth Management Plan**

### **Chapter Two - Urban Communities**

U-333 King County should expand its use of surplus county-owned property and air-rights over county-owned property for affordable housing and should explore its use for other public benefits, such as human services, and consider conveyance of properties to public or nonprofit housing developers and agencies at below-market cost. Surplus county property shall be prioritized for housing development that will be consistent with the King County Consortium Consolidated Plan and the 10 Year Plan to End Homelessness.

### **Chapter Three - Rural Area and Natural Resource Lands: Rural Communities**

R-217 County departments negotiating trades or sales of county land shall determine whether any historically established trails exist on the property, and ensure that those trails are retained or replaced to ensure that key linkages to regional systems are not lost as a condition of the trade or sale.

## **King County Ordinances/Reports/Motions**

### **Permit procedure for overhead utility installations within existing and proposed King County Right-of-Way (RPM 12-1 (P-R)) – November 30, 1987**

The procedure established a standard procedure for franchise utilities and developers to apply for permits for utility pole installations within existing or proposed King County road right-of-way.

### **Ordinance 12045 relating to the acquisition, management, sale, leasing and disposition of personal and real property for and by the county – December 4, 1995**

Amended K.C.C. Chapter 4.56 to create the Property Services Division of the Department of Construction and Facility Management, specifying that the Division “shall be the sole organization responsible for the administrative processes of acquiring, disposing, inventorying, leasing and managing real property” except as otherwise provided for Department of Natural Resources and Department of Transportation properties. The Division is the sole agency responsible for inventorying and disposing of county personal property.

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The ordinance delineates particular informational requirements for the Property Services Division: maintaining and updating a detailed inventory of County real property in 1Q annually, requiring Departments to submit a report to Property Services regarding the status of their custodial properties by June 30<sup>th</sup> annually, requiring custodial Departments to “justify” retention of their custodial properties by June 30<sup>th</sup> every third year starting in 1996, and instructing Property Services to review unjustified parcels for surplus.

Ordinance 12045 also defines the processes for disposal and sale of surplus properties, including designation and disposition of financial investment properties, leases, and acquisitions. The procedures require that the Property Services Division determine whether any other county department has a need for the property or whether the parcel is suitable for affordable housing; if neither of these conditions is present, the Division declares the property surplus to the needs of the county. The chapter’s provisions require the Division to make recommendations for other uses of the property prior to a decision to dispose of the property through sale, including:

- Exchange for other needed lands;
- Lease with restrictive covenants;
- Use by other governmental agencies;
- Retention if classified as floodplain or slide hazard property;
- Use by nonprofit organizations for public purposes.

### **King County Real Property Acquisition Practices Council Audit - 1996**

*The audit objective was to determine the reasonableness of Metro and King County's real property acquisition practices, including mitigation practices relevant to property acquisition.*

The general conclusion of the audit was that Metro and King County's real property acquisition practices, including relevant mitigation practices, were reasonable and were in compliance with the State law and the County's acquisition policies and procedures. However, the County needed to correct some weaknesses that were identified during the audit relating to acquisition, relocation, and accounting for land and buildings acquired.

Major findings and recommendations were:

- King County and Metro generally acquired property in accordance with State law and the County's policies and procedures.
- Metro paid a homeowner \$25,000 for temporary relocation assistance to mitigate the impact of noise and dust from construction work, and to influence the owner to withdraw her opposition to the north base station that was scheduled for appeal hearing before the King County Council.
- In 1986, King County bought a lot for the Issaquah District Court which was later determined not to meet the requirements for the new district court building.
- There was a discrepancy between some of Metro's actual individual property costs and the costs that were capitalized in Metro's financial records.
- The Departments of Transportation and Natural Resources lacked written policies and procedures relating to acquisition of real property.
- The Property Services Division made an initial offer to a property owner to purchase a Bellevue Eastgate property for \$1,550,000 without first securing an independent appraisal of the property.

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*The audit recommended* that King County should develop policies and procedures that guide management and staff in making temporary relocation payments to persons who are adversely impacted by government construction projects. King County should ensure that the practice of using public funds to dissuade members of the public from expressing their views and opinions or participating in public discussions, hearings, or other governmental processes, does not occur.

*The audit recommended* prior to making an offer to purchase the property, the County Property Services Division should, when appropriate, conduct or secure an independent assessment and objective architectural and programmatic reviews of real property that it is interested in buying to ensure that the real property meets the project requirements..

*The audit recommended* King County should review, analyze, and reconcile the real property records maintained by its Fixed Assets and Real Estate Sections. Furthermore, King County should contemporaneously record in its management information system the costs incurred and other information relevant to the acquisition of real properties. King County's Fixed Asset Section should review its procedures in closing work-in-progress accounts to completed fixed asset accounts for completeness and accuracy.

*The audit recommended* that the County should develop detailed written policies and procedures to highlight key acquisition policies and guidelines and prescribe additional procedures, including identifying department staff involved, their responsibilities, step-by-step procedures, and a minimum list of documents that should be maintained in acquisition files.

*The audit also recommended* that the Department of Transportation and Department of Natural Resources should develop written policies and procedures that highlight the key legal acquisition policies and guidelines and prescribe additional procedures to guide staff and management in acquiring real property.

*Finally, the audit recommended* that the Real Estate Section of the Department of Transportation and Natural Resources should develop a checklist which enumerates key procedures in acquiring real property and should be completed, including noting the date and the signature of assigned staff, when the required procedure is accomplished. The checklist of procedures should be prominently filed in the main acquisition property files.

*The audit recommended* that the County should secure an independent appraisal to determine the fair market value of the property prior to entering into negotiation. The Property Services Division disagreed with the audit recommendation. They believed that requiring a full appraisal prior to negotiating any purchase option would eliminate a valuable tool the Division has for securing property for the County that may be lost by sale to outside parties. Audit staff believe, however, that if the County's option to purchase included a specified price for the real property, the price should reflect the fair market value of the property at the time it is being negotiated to be acquired, and an independent appraisal of the property is necessary to determine the fair market value.

### **King County Regulations for Accommodations of Utilities on County Road Rights of Way 1997**

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This document approved by Ordinance 13015 represents the county policy for utility installation and maintenance operations within King County road rights-of-way.

## Emergency Order Designation Voluntary Process for Allowing Wireline Communication Companies Construction Access and Use of County Road Right-of-Way (RPM 12-2) – May 20, 1999

An Emergency Order establishing an interim process for allowing wireline communication companies construction access and use of the County-owned road right-of-way which shall be coordinated by the Office of Cable Communications, Department of Information and Administrative Services and executed by the Property Services Division of the Department of Construction and Facilities Management and which shall be effective until such time as King County adopts an ordinance which provides for wireline company use of County owned right-of-way and the conditions under which such use can be secured.

The Property Services Division of the Department of Construction and Facilities Management shall be responsible for coordinating the processing of requests to place wireline communication facilities in the County road right-of-way and negotiating and executing permits with wireline companies which adopt the provisions of this Executive Order, and the Property Services Division shall process these requests as right-of-way construction permits.

## Ordinance 13734 establishing procedures and fees for authorizing minor communication facilities to use county rights-of-way; and creating a new chapter in K.C.C. Title 14 and adding new sections to K.C.C. Title 14 – March 6, 2000

Wireless minor communication facilities shall only be located or constructed within King County rights-of-way after a right-of-way use agreement is issued by the property services division of the department of construction and facility management.

## Ordinance 14106 directing council staff to develop an assessment of county owned real properties by fund; establishing a properties expert review task force and providing for reimbursement of expenses – May 14, 2001

The ordinance provided for council committee staff to prepare an assessment of county owned property by fund. In addition, a properties expert review task force (PERT) shall be convened to propose criteria for decision making to assist the council. The criteria shall include not only disposal and sale of properties but also consideration of the public benefits of county ownership including, but not limited to: benefits to taxpayers; affordable housing development; protection of resource lands and open space used for either active recreation or passive recreation, or both; fish and wildlife habitat protection; surface water management; groundwater and aquifer infiltration; and the establishment of urban separators. The PERT analysis should focus first on properties owned with current expense funds; secondly, on criminal justice funds; and, thirdly, on enterprise funds. The members of the PERT are to be nominated by members of the council's budget and fiscal management committee and will be composed of experts in real estate development, financing, real estate sales, or local economic development and one at-large

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community representative. The PERT shall consist of four members. The PERT shall issue a report with findings to the council by August 10, 2001.

## **Ordinance 14199 reorganized the executive branch creating the facilities management division – September 4, 2001**

## **“Effectively Managing King County’s Properties – Report and Recommendations”, King County Properties Expert Review Task Force, October 2001**

The goal of the report was to provide policy-level recommendations and implementation considerations for the elements of a sound real estate portfolio management system, and inform future discussions about the management of King County’s real estate.

At the time of the report the county owned 2,636 and holds in trust 846 tax title properties or a total of 3,482 properties. The portfolio had a total assessed value of approximately \$1 billion. During 2001, 907 of the 3,482 properties have been declared surplus to county needs. The vast majority of surplus properties (97%) are tax title.

The findings were as follows:

**Plan Departments’ Operating Needs** – A sound property management system depends on identification of property needs and planning by each county department. To develop a more coordinated system for identifying opportunities or surplus properties in other funds, each acquired property have a property management plan (at least a clear statement of objectives in an anticipated time frame for the property) by which its use can be guided and measured over time.

**Manage the Asset and the Portfolio** – Property Services is to set portfolio management system goals in keeping with policy priorities; to know and analyze the property base, to work with departments to match their property needs with the county’s asset base; to find advantageous options for managing the property; and to coordinate decision making when acquisition, development or surplus and sale of properties is needed.

**Set Portfolio Management System Goals** – the county needs to establish and affirm what is to be achieved through the management of its real estate. Some suggestions include: 1) recognize real estate as a means for the county to provide services, maximize public benefits, and minimize unnecessary expense; 2) provide a rational basis for balancing these financial and operational objectives, answering questions involving real estate, such as “should we own or lease?; 3) measure as well as possible the many factors, benefits and drawbacks of current properties and buildings used to provide services or hose local government support activities; 4) take advantage of market momentum by initiating public-private actions; and 5) improve the efficiency of planning and budgeting for, and maintenance of, the county’s real estate.

**Know and Analyze the County’s Real Estate Asset Base** – Gathering information about the real estate asset base entails generating property data, cost-benefit and financial analysis of opportunities and classifying property. The county needs to better analyze properties using criteria and tools to determine whether a property is underutilized. The property is at its highest

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and best use if the land or improvement is “legally permissible, physically possible, financially feasible, and minimizes cost or maximizes public benefits. A market analysis would include use specific analyses; demand factors; existing and planned supply; competitive environment availability and cost of land, labor and capital; and land use and environmental site studies as appropriate.

**Match Property Needs and Property Assets** – Property services should work with departments to understand their needs for properties while still having the broadest view of county goals to manage the portfolio. There is a need to improve communication between the departments and explain the need to keep or surplus property so that county asset managers can effectively match department plans and available assets.

**Consider Advantageous Options to Manage the Property** – Property Services must evaluate advantageous options for managing the property which include own/sell/lease decisions. Skill upgrades and perhaps staffing increase may be needed.

**Coordinate Decision Making** – Property Services should determine whether a property decision is simple or complex and generate a standard decision making template or tool that can be advanced to the Executive and Council level. The tool or report could summarize information and analysis about the property and recommend action.

The recommendations – early actions were as follows:

**Make Property Decisions** - It is unclear where authority for property decision making resides now. It is recommended that clear and appropriate roles and responsibilities be established so that Property Services and the departments are providing operational and real estate expertise, the Executive is providing adequate oversight and county has opportunity to provide policy direction. As stated before, decisions should be categorized as simple or complex. Criteria could include property values over a certain threshold; use of conflicts or trade-offs; or a high level community interest that would require a higher level of council review and consideration.

**Real Estate Cabinet** - It is recommended that a high level decision making group be formed to include a councilmember or high level council staff member and department directors to consider complex property decisions. Perhaps consider raising the dollar threshold for council review of property surplus to something higher than \$10,000.

**Public Notification, Executive Decision and Council Action** – It is recommended that prior to council hearing, during cabinet review, notice of the property or land transaction be provided to the general public and/or neighbors to generate information for the county about whether community interest or expectations about the site exist.

**Surplus and Sell the Property** – the county must continue to find ways to seek the maximum possible financial flexibility given the constraints regarding one fund benefiting another. As nearly a quarter of the county’s portfolio consists of tax title properties, the county ought to dispose of these as quickly as possible. These properties have little value and intensive management is not appropriate.

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These are the following early actions recommended:

- 1) more clearly define surplus property
- 2) hire an independent expert to help the county
- 3) revise decision making criteria
- 4) begin revisions to the King County Code

## **Ordinance 14264 relating to property services division fees; increased fees for permits for public and private utilities; increased fees for special use permits; increased fees for fees right-of-way franchises for utilities; and increased fees for permits for public and private utilities – November 30, 2001**

**Productivity and customer service report.** Concurrent with the annual submittal of the executive proposed budget, on or about October 1 of each year, a report shall be provided to the county council by the property services division or its successor detailing performance measurements for each function within the permit and franchises section or its successor. The performance measurements shall include historical reporting for the current year-to-date and the preceding three years. The data reported is to include, but not be limited to: the number of permits and other transactions processed and the number of employees for each period; the average, longest and shortest periods of time for permits processed by the division for each year; the criteria used to determine the value of easements and of annual fees for use of county property, demonstrating utilization of commonly accepted principles of real estate appraisal; and the appraisal reports and fee calculation formulas for easements and annual fees for uses for all fees assessed in excess of one thousand dollars.

## **Ordinance 14431 relating to surplus real property; authorizing the transfer of parks and recreation facilities that are located in potential annexation areas to the cities that will eventually annex the parks and recreation facilities – August 1, 2002**

Ordinance 14431 provides that a park or recreational facility within a city's proposed annexation area may be transferred to that city without being subject to requirements for surplusage of county property. The transfer must require that the facility be used in perpetuity for park or recreation purposes, unless equivalent land or facilities, to be used for such purposes in perpetuity, are received in exchange.

## **Ordinance 14515 relating to comprehensive planning; adopting the 2002 King County space plan update – November 25, 2002**

The ordinance adopted the 2002 King County Space Plan. It also amended K.C.C. 20.12.100 to specify "in accordance with Motion 11118, any future space plan documentation should use as a guideline the document 'A Template for Space Planning: Recommendation from the King County Space & Facilities Peer Review Panel December 2000'" (PERT Report). The ordinance specifies that the PERT report "does not constitute mandatory requirements."

The 2002 King County Space Plan contains policies and implementation strategies for them; strategies of note include:

- Consolidate County services through construction or acquisition of a new County office building;

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- Engage in a systematic assessment of all County-owned buildings to identify immediate needs generated by years of deferred maintenance;
- Develop a set of service standards governing the provision of maintenance, janitorial, HVAC, and other services in County-owned buildings, along with a process for reporting standards compliance;
- All new or refurbished office space comply with the adopted per square foot office standards and programmatic deviations well documented.

## **“Limited Review of the County’s Capital Planning and Leasing Process”, King County Auditor – November 13, 2001**

Our objective was to review specific issues associated with the capital facility planning and leasing process, including concerns that leasing levels have been inconsistent with the original scope, schedule, and budget assumptions over the past four years. We found that the process for the two capital improvement and two leasing projects we looked at could have been improved by:

- more consistently following the King County Code with regard to the space plan update and operational master plan requirements;
- making better progress toward achieving the goal cited in the 1997 space plan update to reduce the amount of leased office space;
- developing a process that met the timelines of both the executive and the legislative branches; and
- establishing protocols to resolve unforeseen issues that arose during project development and implementation.

This letter includes suggestions for enhanced coordination of the process for review and approval of capital planning and leasing projects to promote timely executive and legislative actions in accordance with mandates, policies, and plans. The suggestions are:

- Executive and legislative agreement on a collaborative review process, including roles and responsibilities, specific criteria for projects to receive approval at each critical phase, monitoring requirements, key decision points, and communications protocols including those for expediting project approvals and communicating changes in a project’s scope;
- Joint development by the executive and council of a capital improvement program cost and design template that includes key elements common to all projects; and
- Development of an agreement on how to effectively incorporate space and operational master plans in the CIP development process, including identifying the minimum criteria that each document must contain to receive approval; and clarifying, through ordinance, when operational master plans are required.

## **White Paper in Response to PERT Report”, Seneca Real Estate Group/Kinzer Real Estate Services – July 2002**

Property Database. King County should reorganize and convert its databases for owned and leased property from a main frame to a PC-based system. It is the Team's understanding that the County is currently going through a change in its existing central accounting system, which will

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take several years. The Team did not investigate the changes to the system because it was outside the scope of the initial assignment;

Annual Property Appraisal. King County should institute an appraisal procedure for selected properties as well as an annual review of unused inventory where the applicable department/agency explains its basis for not surplusizing these properties;

Acquisitions. Further investigation of specific divisions and/or departments is warranted to determine whether or not improved services could be rendered through either improved work plans and performance monitoring systems or through decentralization of acquisitions based on the volume of transactions handled on an annual basis and outsourcing general real estate transactions on an as needed basis;

Dispositions. King County should change its procedures for disposition of surplus property in order to remove the departments' and enterprise agencies' inherent disincentives when surplusizing unneeded property. At present, agencies have no control of property once it's designated surplus, no confidence they will receive fair market value for it, or any sense of when they might receive sale proceeds largely because, if the property is identified for affordable housing, it can take years before title is transferred resulting in a receipt of sale proceeds for the agencies;

Minimal Value of Council Approval. The threshold value by which the County Council needs to approve of a sale of surplus property should be increased from . \$10,000 to, at a minimum, \$250,000, the same as the threshold for personal property;

Identification of Surplus Property. Identification of individual potential surplus properties within the CX Fund and the enterprise agencies should remain a priority and include the adoption of a three-tiered appraisal process to quickly identify and separate the properties that are clearly surplus from those that need further analysis (see page 10). Additional real estate expert advice to the existing process should be sought out by the agencies to assist agencies with leveraging their real estate portfolio;

Property Management. King County should investigate engaging private-sector property management services for advice in building operations. The purpose of such an engagement would be to identify ways to improve the efficiency and effectiveness of building operations.

Seneca/Kinzer believes these recommendations will (a) lead to a more efficient system of managing King County's real property, (b) .improve identification and disposition of surplus properties, ( c) increase value of surplus properties, and (d) reduce general impediments to surplusizing.

### [Ordinance 14638 Appropriating various funds and modifying the 2003 budget FMD proviso– May 23, 2003](#)

The Executive proposed ordinance dealing with how parking revenues should be accounted for in the current expense fund. During the council review a section was added splitting the original 2003 FMD reorganizational proviso into two provisos with the first withholding \$300,000 for a

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report evaluating the potential reorganization of the facilities management division. The second proviso withholds \$200,000 for a report providing a final evaluation of the efficacy of the team cleaning concept, a recommended process for timely policy level direction on major real estate and capital projects decisions; and a proposal detailing reorganization options for major franchising functions.

### **Motion 11732 Report Evaluating the Potential Reorganization of Facilities Management Division – June 23, 2003**

FMD reorganization report examines not only different organizational structures for the division, as required by the 2003 proviso response, but was expanded by the executive to include section level analysis and changes in business practices. Therefore, by addressing both section level analysis and best business practices, the report encompasses a larger amount of data and issues than requested by council proviso. The report includes five specific areas of response:

- 4 Options for Reorganization Structures
- An examination of Real Property Management
- An evaluation of Custodial Services
- An evaluation of Security Staffing
- Best Business Practices Recommendations

The report recommends Option D which provides for 1 division and 3 sections with security screeners, major franchising unit and major capital project unit reporting to the director's office.

During the council deliberation of the motion and the report, the council split the proviso into two sections with the release of \$300,000 with the adoption of the proposed motion and added a second proviso retaining \$200,000 until the council received additional information about the reorganization. The August 1 response was to cover:

The requests subject to the \$200,000 restriction in the second proviso, due August 1, include:

- a final evaluation of the team cleaning concept, including proposed service level agreements and surveys of tenants and janitorial staff.
- a proposal detailing reorganization options for major franchising functions, and
- a recommended process for providing the council timely information for policy level direction on major real estate and capital project decisions.

### **Ordinance 14699 outlining the intended sequencing of steps to acquire property interests needed for the Brightwater treatment plant project; authorizing the condemnation of property interests for the Brightwater treatment plant project; specifying relocation assistance; establishing time limits for review of proposals to dispose of property acquired in accordance with this ordinance; and making technical corrections – June 30, 2003**

Ordinance 14699 authorized acquisition, including condemnation if needed, of properties needed for the Brightwater treatment plant project. The ordinance includes specific time limits for disposing of any real properties later determined to be unnecessary to the project: a thirty day time limit for Facilities Management Division review of any proposal to surplus property acquired under the ordinance, in consultation with the Department of Natural Resources and Parks, and directing that the Council take action within sixty days of proposal of a disposal authorization ordinance.

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## **Motion 11819 Report Evaluating the Potential Reorganization of Facilities Management Division – August 25, 2003**

The Executive response included a report titled "Facilities Management Division – Additional Report on Reorganization Topics," and proposed charters for the Real Estate Oversight Committee and for the Real Estate Portfolio Management System Sub-Committee.

By motion the council approved the report but did not necessarily adopt all the policies recommended in the report. The council requested the Executive to do the following:

1. Transmit legislation to formally adopt a countywide real estate and major capital projects oversight and coordination structure, as outlined in the report, and to create a real estate and major capital projects joint conference committee. Council representation on such joint conference committee shall be determined by the council;
2. Continue with efforts to develop custodial service level agreements with user agencies, performance measures for custodial services, and custodial quality control inspections, and provide a status report to the council on these initiatives by March 31, 2004; and
3. Take the necessary steps to create a major franchising unit under the direction of the facilities management division director.

## **Ordinance 14921 establishing a real estate and major capital projects review joint advisory group – June 14, 2004**

The King County real estate and major capital project review joint advisory group is hereby established to provide a forum for early policy level dialogue between the executive and the council on major capital project and major real estate matters. The joint advisory group should provide the executive and legislative branches of government an opportunity to explore and discuss emergent projects and issues, as well as ongoing proposals regarding major capital projects and major real estate projects. The items for discussion by the group should exclude major technology projects considered for development and review that are included in the information technology governance processes pursuant to K.C.C. 2.16.0757 and 2.16.0758.

"Major capital project" means a capital project as defined in K.C.C. 4.04.020 that:

1. Has an estimated overall project cost that exceeds ten million dollars; or
2. Has an overall project cost that exceeds ten million dollars and is subject to CIP exceptions notification as described in K.C.C. 4.04.020.O; or
3. Has an overall project cost that exceeds ten million dollars and exhibits major unanticipated changes affecting scope, schedule or liabilities as determined by either the executive or council; or
4. Has significant policy considerations as determined by either the executive or council.

"Major real estate project" means any real estate transaction meeting the definitions of county owned real property or surplus property as described in K.C.C. chapter 4.56 that:

1. Has an estimated value that exceeds one million dollars; or
2. Is valued at one million dollars or more and is subject to the processes established in K.C.C. 4.56.070 for acquisition, disposition, lease, sale or transfer of property; or
3. Has significant policy considerations as determined by either the executive or council.

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The group members shall be the chair of the metropolitan King County council, the chairs of the budget and fiscal management committee and the labor, operations and technology committee or their successor committees as defined by the council's organizational motion, and three participants as determined appropriate by the executive, depending on projects to be discussed.

Executive participants may include the facilities management director, the department of natural resources director, the department of transportation director, or the office of management and budget director, as assigned by the executive. The chair of the metropolitan King County council and the King County executive, or their designees, shall serve as group co chairpersons. Group members may appoint a designee to participate in any meeting on their behalf. Councilmembers or executive branch persons directly affected by or with specific knowledge of the real estate or major capital project program areas to be discussed at a monthly meeting may be invited by any group member to participate as ex officio members during consideration of that program area.

The group shall explore and discuss issues surrounding major capital projects and major real estate asset management matters. The group shall provide a forum for early policy level dialogue, discussion and input to ensure timely and informed council decisions. The group shall:

- A. Review and discuss policy matters regarding major capital projects;
- B. Review and discuss policy matters regarding major real estate asset management;
- C. Provide early policy input regarding potential budget initiatives in major capital projects and major real estate matters;
- D. Provide early policy input regarding long-term strategic real estate asset management and capital improvement project goals;
- E. Discuss significant real estate policy issues related to major capital projects; and
- F. Assist coordination of capital project and real estate management matters involving independent elected officials in King County government.

The group shall meet monthly. The real estate and major capital projects review joint advisory group shall begin meeting 30 days after this ordinance is enacted. By July 31, 2005, the group shall file with the clerk of the council and the chair of the council's budget and fiscal management committee, or its successor committee, a report for distribution to all councilmembers that reviews the group processes, to include successes and failures. The report is to help determine whether the committee should expire or continue. The advisory group expires on January 31, 2006. It is the intent of the council to evaluate the continued need of the committee before the committee expires and to consider whether to repeal or continue the committee. Should the council choose to repeal the group on January 31, 2006, sections 3 through 7 of this ordinance expire.

### **Ordinance 15328 relating to comprehensive planning; adopting the 2005 County Space Plan; altering the space plan submittal requirements; changing the requirements for council approval of leases of real property – December 3, 2005**

Ordinance 15328 adopted the King County 2005 Space Plan and changed the required space plan update transmittal date from August 1 to March 1, beginning on March 1, 2006. From then on, the plan will be transmitted every other year (rather than annually). The 2005 Space Plan included preliminary programming of the new county office building. The 2005 Space Plan, dated July 13, 2005, specifically incorporated the 2004 Space Plan transmitted by the executive

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on July 23, 2004 as an exhibit. Council apparently took no action independently adopting the 2004 Space Plan prior to ordinance 15328.

The ordinance refers to previous declarations of policy contained in number of motions and ordinances regarding future space planning; also referencing two apparently new policy directives:

- That upon completion of the Department of Adult and Juvenile Detention Operational Master Plan Implementation Plan and the Integrated Security Project, that a proposal for locating the Work Education Release ("WER") program in the west wing of the King County Correctional Facility shall be developed;
- That the (future) Space Plan shall provide space for District Court at the Regional Justice Center through vacating the space occupied by the Criminal Investigation Division.

Ordinance 15328 also amended the requirements for County leases of real property, requiring that any lease or lease renewal for a term over two years must be approved by council.

## **Ordinance 15569 modified the procedure for the sale of financial investments properties – August 31, 2006**

The first change allows a negotiated sales in addition to the current methods: sale at public auctions and through listings with real estate sales firms. Negotiated sales are an allowed procedure for all other surplus properties.

The second change placed a new criterion on determining the sale value of investment property. At the time of the adoption the code stated that “In no case shall a property be sold for less than its appraised value. This value shall be established by an independent appraisal ...” The new criterion considers the “value that reflects the income producing” potential of the property and to sell the property for whichever is higher.

## **Ordinance 15972 establishes a marine division within the department of transportation – November 17, 2007**

The marine division duties include support services to the ferry district such as project management, grants management, procurement, labor negotiations, environmental review, permit and real property acquisitions.

## **Exemptions to the purchase order contract requirements (Con 7-2-2 (AEP)) – October 13, 2008**

Section 6.3.3 Purchases of a nature which do not lend themselves to the competitive procurement process or issuance of a purchase order/contract including, but not limited to:

6.3.3.2: Postage, shipping charges, permits, fees, tolls and licenses

6.3.3.8 Real property option payments, earnest money, purchases and related costs administered by the facilities management division or those administered by the Department of Natural Resources and Parks for the Water Pollution Control Division or those administered by the Transit Division for itself.

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### **Ordinance 16295 relating to fees and other charges assessed by the real estate services section for processing applications and authorizing use of King County property – November 2, 2008**

The ordinance increased the right-of-way construction permit fee schedule, special use permit fees, franchise application fees, and overlegal moving fees. The ordinance also established a new fee for easement applications. King County code was amended to provide that the real estate services section shall have the authority to require applicants to reimburse the section for the actual costs and all expenses incurred by the section as a result of issuance, renewal or amendment of a special use permit to the extent the costs and expenses exceed the costs of processing the application recovered by the application fee.

### **Ordinance 16659 requiring fair labor practices in development of affordable housing by developers purchasing real property from the county – September 23, 2009**

Requires property sold by King County conditioned on development of affordable housing to also include covenants that the property developer will compel fair labor practices across trades in construction of the affordable housing: paying the Washington State prevailing wage rate and using state-certified apprentices with a fifteen percent apprentice utilization goal. The requirements apply to the affordable housing component of the development.

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## **Appendix C**

# **King County General Government Buildings Operations and Maintenance**

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**Updated: December 14, 2010**

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## King County General Government Buildings Operations and Maintenance

### King County Code

#### Title 2: Administration

##### **2.42.080 Medical Center – Capital Improvement – Policy – Requirements.**

- A. The medical center shall prepare a long-range capital improvement program (CIP) plan, which shall be approved by the board and by the county governing authority by ordinance. The long-range CIP plan shall identify the medical center's needs for ensuring quality patient care consistent with the medical center's mission statement and county policy describing the medical center's purpose, priority programs, priority patient groups and other requirements set forth in this chapter. The long-range CIP plan shall be updated at least once every five years, or more frequently, if deemed necessary by the board. All changes to the long-range CIP plan will be treated as amendments to the plan previously approved by ordinance.
- B. Annually, the medical center shall prepare a six-year CIP budget, which shall be approved by the board and submitted to the county executive consistent with the executive's annual budget preparation process. The medical center CIP budget shall contain the specific capital improvements necessary to meet the needs, policies and priorities identified in the approved long-range CIP plan.
- C. The county executive shall submit the medical center's six-year CIP budget to the county council as part of the executive's proposed six-year CIP budget for the county. The council will review the proposed CIP budget and approve appropriations for all medical center CIP projects subject to subsection E. below, for the following year.
- D. All capital improvement projects at the medical center which are funded in whole or in part with the proceeds of county tax revenues, bonds or other debt issued by the county, grants to the county, gifts or donations to the county shall be subject to, planned and administered consistent with this chapter and Title 4 of the King County Code.
- E. Notwithstanding any provisions of this chapter or Title 4 of the King County Code to the contrary, all capital improvement projects at the medical center which are funded exclusively with medical center revenues and which are budgeted over the life of the project for an amount not exceeding \$1,000,000, shall be managed, designed, planned, developed and overseen by medical center administration, subject to review and approval by the board. All capital improvement project activities conducted pursuant to this subsection shall comply with state law, the provisions of this subsection and policies and procedures to be approved by the county executive, following consultation with the board. Such policies and procedures shall include, but not be limited to, the following components:
  - 1. procedures for the open and competitive solicitation of bids for CIP projects costing more than \$10,000;
  - 2. elements to be included within all CIP project budgets, which shall include, at a minimum:
    - a. architect and engineering design fees;
    - b. consultant fees;
    - c. direct construction costs;
    - d. fees and permits;

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- e. on-site costs;
  - f. off-site costs;
  - g. contingency budget; and
  - h. project management and administration costs.
3. policies and procedures to increase the opportunities for minority and women's businesses to participate in CIP project contracts. These policies and procedures shall include, at a minimum: separate utilization goals for the use of minority and women's businesses, which shall be reasonably achievable and shall be the minimum utilization identified in all bid solicitations; reporting and enforcement guidelines; and the identification of medical center staff necessary to implement this subsection;
  4. procedures for review and evaluation of design consultants;
  5. procedures for reporting and control, which shall include, at a minimum:
    - a. monthly reports from staff at the medical center to the board on the status of the budget, scope and schedule for all CIP projects subject to this subsection;
    - b. quarterly reports from the board to the county executive on the status of the budget, scope and schedule for all CIP projects subject to this subsection;
    - c. immediate notification by staff at the medical center to the board and the county executive, if a CIP project subject to this subsection exceeds its authorized budget;
    - d. semi-annual reports from the board to the county executive for transmittal to the county council on the status of the budget, scope and schedule for all CIP projects subject to this subsection;
    - e. annual reports from the board to the county executive for transmittal to the county council evaluating the medical center's compliance with its utilization goals for minority and women's business participation in CIP projects subject to this subsection.
- F. All costs of capital improvement projects administered by the medical center pursuant to subsection E. shall be paid from medical center revenues. So long as management of the medical center is delegated by contract to the University of Washington, exemption of such capital improvement projects from Title 4 of this code shall be effective only if the University agrees to indemnify the county and its elected and appointed officers, agents and employees from costs, claims, damages or liability arising out of such capital improvement projects in a form acceptable to the county.
- G. Subsection E. shall remain in effect until June 30, 2010, the expiration date of the current management contract between the Harborview Medical Center Board of Trustees and the University of Washington Board of Regents.
- H. From the annual operating revenue of Harborview Medical Center, the medical center shall fund depreciation reserves to be allocated to the major movable equipment (fund 502) and building repair and replacement (Fund 3961) funds and transfer this depreciation reserve funding into the respective capital funds. Harborview Medical Center shall designate a minimum of \$10.8 million annual depreciation reserve commitment and allocate it as follows: (1) The building repair and replacement fund annual funding amount shall be in accordance with the annual budget submitted to the county, but shall not be less than \$4.0 million per year; (2) The balance, or not less than \$6.8 million of the minimum \$10.8 million annual depreciation reserve commitment will be allocated for moveable equipment. An annual report will be provided to the county executive and council detailing major moveable equipment expenditures and revenue sources in Fund 502. The requirement to fund

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depreciation reserves will be re-evaluated upon the completion of the independent evaluation of Harborview's finances established in Subsection H.

1. The transfers to Funds 3961 and 502 shall occur no later than 30 days after the end of the medical center's fiscal year.
  2. When planned expenditures exceed the funds available in the building repair and replacement fund, the additional funding will come from an extraordinary funding source other than the County's Current Expense Fund.
  3. The difference, between the \$6.8 million available for moveable equipment and the \$10.8 million projected moveable equipment need, or \$4.0 million annually, will be included as part of an allotment through an extraordinary funding source, not including the county's Current Expense Fund.
  4. The county, in collaboration with Harborview and the University of Washington, will support an independent evaluation of Harborview financial information included in the Arthur Andersen report submitted to the county in May 1997 and source funding opportunities, in conjunction with the (1997-98) LRCIP facility study and master plan review currently underway. The independent evaluation shall be completed by May 1, 1999.
- I. King County will continue to be responsible for major long range (LRCIP) infrastructure capital repairs, replacements and improvements and major (LRCIP) additions, using voter approved bonds or other funding mechanisms approved by the county governing authority.
- J. There is created a Medical Center Building Repair and Replacement Fund, which shall be a county capital project fund and shall be used to account for the regular segregation of building repair and replacement capital reserves, including investment income. From the building repair and replacement fund shall be drawn payments for the acquisition of fixed equipment, building renovations and improvements as approved by the board.
1. Monies deposited in the building repair and replacement fund shall be invested solely for the benefit of that fund. The board may make transfers to the fund on a more frequent basis.
  2. The monies deposited in this fund shall be used solely for the renovation and/or improvement of the medical center's buildings and equipment, subject to the capital budgeting provisions of this chapter.

(Ord. 12900 § 1, 1997; Ord. 11532 § 1, 1994; 10563 § 2, 1992).

## **Title 4.04 Revenue and Financial Regulations: Budget and Reporting System (Selected Sections)**

### **4.04.020 Definitions (Selected Sections)**

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- O. "Capital improvement plan" means a plan that establishes the capital improvements required to implement an approved operational master plan. This plan should extend over a minimum

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period of six years to define long-range capital improvement requirements and the annual capital improvements budget for a user agency.

1. The capital improvement plan shall include the following elements, where applicable:
    - a. general program requirements that define the development scope for specific sites or facilities;
    - b. general space and construction standards;
    - c. prototype floor plans and prototype facility designs for standard improvements;
    - d. space requirements based on the adopted county space plan;
    - e. initial, and life-cycle cost, of alternative facilities and locations including lease and lease/purchase approaches;
    - f. approximate location of planned capital improvements;
    - g. general scope and estimated cost of infrastructure;
    - h. a schedule, that extends over a minimum of six years, for the implementation of projects included in capital improvement plans, based on overall user agency priorities and projected available revenue;
  2. The user agency shall prepare the elements of the plan in subsection L.1. a, d, f and h of this section. The implementing agency shall prepare the elements of this plan in subsection L.1. b, c, e and g of this section.
  3. The six-year budget schedule included in the capital improvement plan shall be updated annually in conjunction with the capital budget adoption process.
- P. "Capital project" means a project with a scope that includes one or more of the following elements, all related to a capital asset: acquisition of either a site or existing structure, or both; program or site master planning; design and environmental analysis; construction; major equipment acquisition; reconstruction; demolition; or major alteration. "Capital project" includes a: project program plan; scope; budget by task; and schedule. The project budget, conceptual design, detailed design, environmental studies and construction elements of a project shall be prepared or managed by the implementing agency.
- Q. "CIP" means capital improvement program.
- R. "CIP exceptions notification" means, except for major maintenance reserve fund, roads, solid waste, surface water management and wastewater CIP projects, a letter filed with the clerk of the council for distribution to the chair of the budget and fiscal management committee, or its successor committee, which describes changes to an adopted CIP project's scope or schedule, or both, or total project cost and, with the exception of schedule changes, shall be sent in advance of any action. For major maintenance reserve fund CIP projects, "exceptions notification" means a letter filed with the clerk of the council for distribution to the chair of the budget and fiscal management committee, or its successor committee, that describes changes of fifteen percent or more to an adopted CIP project's scope or schedule, or both, or total project costs and, with the exception of schedule changes, shall be sent in advance of any action. For road CIP projects, "exceptions notification" means a letter filed with the clerk of the council for distribution to the chair of the transportation committee, or its successor committee, that describes changes of fifteen percent or more to an adopted CIP project's scope or schedule, or both, or total project costs and, with the exception of schedule changes, shall be sent in advance of any action. For wastewater, solid waste and surface water management CIP projects, "exceptions notification" means a letter filed with the clerk of the council for distribution to the chair of the budget and fiscal management committee, or its successor committee, and to the chair of the utilities committee, or its successor committee,

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which describes changes of fifteen percent or more to an adopted CIP project's scope or schedule, or both, or total project costs and, with the exception of schedule changes, shall be sent in advance of any action.

II. "General facility major maintenance emergent need contingency project" means an appropriation to provide contingent budget authority for emergent needs within major maintenance reserve fund CIP projects.

LL. "Major maintenance reserve fund CIP project" means any major maintenance reserve fund CIP project that is allocated in the adopted six-year major maintenance reserve fund CIP and is appropriated at the major maintenance reserve fund level in accordance with K.C.C. 4.04.265 or is a high-risk project under K.C.C. 4.04.245.

ZZ. "Scope change" means, except for major maintenance reserve fund, roads, solid waste, surface water management and wastewater CIP projects, that a CIP project's total project cost increases by ten percent or by fifty thousand dollars, whichever is less. For major maintenance reserve fund, roads, solid waste, surface water management or wastewater CIP projects, "scope change" means the total project cost increases by fifteen percent.

## **4.04.030 Contents of the budget document.**

The budget documents shall include, but not be limited to, data specified in this chapter.

A. The budget shall set forth the complete financial plan for the ensuing fiscal year showing planned expenditures and the sources of revenue from which they are to be financed. For each fund, the expenditures included in the budget for the ensuing fiscal year shall not exceed the estimated revenues as forecast under K.C.C. 2.140.070, including reserves.

1. The budget document shall include the following:

- a. estimated revenue by fund and by source from taxation;
- b. estimated revenues by fund and by source other than taxation;
- c. actual receipts for first six months, January 1 through June 30, of the current fiscal year;
- d. actual receipts for the last completed fiscal year by fund and by source;
- e. estimated fund balance or deficit for current fiscal year by fund; and
- f. operational budget details for all agencies at the section level unless noted by the executive and accompanied with an explanation of the change;
- g. such additional information dealing with revenues as the executive and council shall deem pertinent and useful;
- h. tabulation of expenditures in a comparable form by fund, program project or object of expenditure for the ensuing fiscal year;
- i. actual expenditures for the first six months, January 1 through June 30, of the current year;
- j. actual expenditures for the last completed fiscal year;
- k. the appropriation for the current year; and
- l. such additional information dealing with expenditures as the executive and council shall deem pertinent and useful.

2. All capital improvement projects and appropriations shall be authorized only by inclusion in the annual council adopted CIP or any amendment thereto. A bond ordinance is not an

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appropriation for capital projects. The capital improvement section of the budget shall include:

- a. estimated expenditures for at least the next six fiscal years by program;
- b. expenditures planned for current, pending, or proposed capital projects during the fiscal year, classified according to proposed source of funds whether from bonds, or any combination of other local, state, federal and private sources;
- c. an alphabetic index to enable quick location of any project contained in the budget;
- d. a discrete number for each project that shall serve to identify it within the capital budget document and all accounting reports;
- e. estimated net annual operating costs associated with each project upon completion or in cases where operating costs are negligible or incalculable, a statement to that effect;
- f. an identification of all CIP projects by council district in which they are located;
- g. CIP projects funded in the budget year, which shall be presented in separate sections of the budget.
  - (1) Major maintenance reserve fund CIP projects shall be presented in the six-year general CIP program.
  - (2) Except for high-risk projects under K.C.C. 4.04.245, the appropriation for major maintenance reserve fund CIP projects shall be made at the major maintenance reserve fund level in accordance with K.C.C. 4.04.265.
  - (3) Roads CIP projects shall be presented in the six-year road CIP program
  - (4) Except for high risk projects under K.C.C. 4.04.245, the appropriation for roads CIP projects shall be made at the roads CIP fund level in accordance with K.C.C. 4.04.270.
  - (5) Wastewater CIP projects shall be presented in the six-year wastewater CIP program.
  - (6) Except for high-risk projects under K.C.C. 4.04.245, the appropriation for wastewater CIP projects shall be made at the wastewater CIP fund level in accordance with K.C.C. 4.04.280.
  - (7) Surface water management CIP projects shall be presented in the six-year surface water management CIP program.
  - (8) Except for high-risk projects under K.C.C. 4.04.245, the appropriation for surface water management CIP projects shall be made at the surface water management CIP fund level in accordance with K.C.C. 4.04.275;
  - (9) Solid waste CIP projects shall be presented in the six-year solid waste CIP program;
  - (10) Except for high-risk projects under K.C.C. 4.04.245, the appropriation for solid waste CIP projects shall be made at the solid waste CIP fund level in accordance with K.C.C. 4.04.273; and
  - (11) The technology business plan in accordance with K.C.C. 2.16.0757.
- h. in addition to schedule requirements, a statement of purpose and estimated total cost for each project for which expenditures are planned during the ensuing fiscal year;
- i. the original project cost estimate which shall remain fixed from year to year. This original cost estimate shall be included in the capital budget document. A project record, separate from the budget document, shall be provided that identifies the original project cost estimate and any subsequent changes to the original project cost estimate by cost

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- element and revenue source as approved in the budget document or any amendment to the budget;
- j. an enumeration of revised project cost estimates;
  - k. funds actually expended for projects as of June 30 of the current year;
  - l. funds previously authorized for the project;
  - m. anticipated specific cost elements within each project. However, the executive is authorized to transfer funds between specific activities within the same project only if these transfers will not result in a necessary increase to the total project budget. A scope change of a project constitutes a revision.
    - (1) A CIP project scope change shall be included in the CIP exceptions notification if total project costs increase by ten percent or by fifty thousand dollars, whichever is less; or if the schedule deviates by three months.
    - (2) For parks CIP projects, a CIP exceptions notification shall be filed with the clerk of the council in advance of action for distribution to the chair of the budget and fiscal management committee, or its successor committee, when fifty thousand dollars or more or funds in excess of ten percent of total project costs, whichever is less, are to be transferred from a contingency project to a CIP project.
    - (3) For major maintenance reserve fund CIP projects, a CIP exceptions notification shall be filed with the clerk of the council in advance of action for distribution to the chair of the budget and fiscal management committee, or its successor committee, when moneys in excess of fifteen percent of the total major maintenance reserve fund CIP project costs are to be transferred from the general facility major maintenance emergent need contingency project.
    - (4) For roads CIP projects, a CIP exceptions notification shall be filed with the clerk of the council in advance of action for distribution to the chair of the transportation committee, or its successor committee, when contingency funds in excess of fifteen percent of total project costs are to be transferred.
    - (5) For solid waste, surface water management and wastewater CIP projects, a CIP exceptions notification shall be filed with the clerk of the council in advance of action for distribution to the chair of the budget and fiscal management committee, or its successor committee, and chair of the utilities committee, or its successor committee, when contingency funds in excess of fifteen percent of total project costs are to be transferred;
  - n. individual allocations by cost element for each capital project; and
  - o. when a single fund finances both operating expenses and capital projects, there shall be separate appropriations from the fund for the operating and the capital sections of the budget.
- B.
- 1. The budget message shall explain the budget in fiscal terms and in terms of goals to be accomplished and shall relate the requested appropriation to the Comprehensive Plan of the county.
  - 2. The total proposed expenditures shall not be greater than the total proposed revenue.
  - 3. If the estimated revenues in the current expense, special revenue or debt service funds for the next ensuing fiscal period, together with the fund balance for the current fiscal period exceeds the applicable appropriations proposed by the executive for the next ensuing fiscal period, the executive shall include in the budget document recommendations for

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the use of the excess for the reduction of indebtedness, for the reduction of taxation or for other purposes as in his or her discretion shall serve the best interests of the county.

4. If, for any applicable fund, the estimated revenues for the next ensuing period plus fund balance shall be less than the aggregate of appropriations proposed by the executive for the next ensuing fiscal period, the executive shall include in the budget document his or her proposals as to the manner in which the anticipated deficit shall be met, whether by an increase in the indebtedness of the county, by imposition of new taxes, by increase of tax rate or in any like manner.

### C.

1. Justification for revenues and expenditures shall be presented in detail when necessary to explain changes of established practices, unique fiscal practices and new sources of revenue or expenditure patterns or any data the executive considers useful to support the budget. The following elements shall be included:
  - a. nonbudgeted departments and programs expenditures and revenues; that is, intragovernmental service funds;
  - b. historical and projected agency workload information; and
  - c. a brief explanation of existing and proposed new programs, as well as the purpose and scope of agency activities.
2. Capital improvement program data shall include, but not be limited to, the streets and highway programming process, which shall specify priorities, guide route establishments, select route design criteria and provide detailed design information for each road or bridge project.

### D.

1. The department of executive services shall submit a request for CIP project funding, which shall specify project funding levels on a project-by-project basis, but which shall be appropriated at the major maintenance reserve fund CIP fund level, stated as an aggregate of individual projects for the budget year in question in accordance with K.C.C. 4.04.266. High-risk projects under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.
2. The council may require other data from the department of executive services that the council considers necessary for review of the budget, which may include objects of expenditure and other expenditures categories.

### E.

1. The department of transportation shall submit a request for CIP project funding, which shall specify project funding levels on a project-by-project basis, but which shall be appropriated at the road CIP fund level, stated as an aggregate of individual projects for the budget year in question in accordance with K.C.C. 4.04.270. High-risk projects under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.
2. The council may require other data from the department of transportation that the council considers necessary for review of the budget, which may include objects of expenditure and other expenditures categories.

### F.

1. The department of natural resources and parks shall submit a request for CIP project funding, which shall specify project funding levels on a project-by-project basis, but which shall be appropriated at the wastewater CIP fund level, stated as an aggregate of individual projects, including subprojects, for the budget year in question in accordance

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with K.C.C. 4.04.280. Except for multiyear construction contracts and carryover amounts approved during the annual CIP reconciliation process, appropriations shall be for one year. All construction contracts including multiyear construction contracts shall be appropriated for the full construction amount in the first year. Any multiyear construction contracts longer than three years must be specifically identified in the wastewater CIP budget request. The request for CIP project funding for wastewater asset management shall include categories of wastewater asset management projects. Wastewater asset management projects shall be appropriated annually at the category level. The executive-proposed CIP shall allocate anticipated expenditures for each wastewater asset management project category as part of the six-year wastewater CIP. For each category, a proposed project list will be appended. High-risk projects under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.

2. The council may require other data from the department of natural resources and parks that the council considers necessary for review of the budget, which may include objects of expenditures and other expenditures categories.

### G.

1. The department of natural resources and parks shall submit a request for CIP project funding, which shall also specify project funding levels on a project-by-project basis but which shall be appropriated at the surface water management CIP fund level, states as an aggregate of individual projects, including subprojects, for the budget year in question in accordance with K.C.C. 4.04.275. Except for multiyear construction contracts and carryover amounts approved during the annual CIP reconciliation process, appropriations shall be for one year. All construction contracts including multiyear construction contracts shall be appropriated for the full construction amount in the first year. Any multiyear construction contracts longer than three years must be specifically identified in the surface water management CIP budget request. High-risk projects under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.
2. The council may require from the department of natural resources and parks other data that the council considers necessary for review of the budget, which may include objects of expenditure and other expenditures categories. High-risk projects under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.

### H.

1. The department of natural resources and parks shall submit a request for CIP project funding, which shall also specify project funding levels on a project-by-project basis but which shall be appropriated at the solid waste CIP fund level, states as an aggregate of individual projects, including subprojects, for the budget year in question in accordance with K.C.C. 4.04.273. Except for a multiyear construction contracts and carryover amounts approved during the annual CIP reconciliation process, appropriations shall be for one year. All construction contracts including multiyear construction contracts shall be appropriated for the full construction amount in the first year. Any multiyear construction contracts longer than three years must be specifically identified in the solid waste CIP budget request. High-risk projects under K.C.C. 4.04.245 shall be funded as provided in K.C.C. 4.04.245.
2. The council may require from the department of natural resources and parks other data that the council considers necessary for review of the budget, which may include objects of expenditure and other expenditures categories.

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(Ord. 16764 § 7, 2010; Ord. 16445 § 2, 2009; Ord. 16391 § 23, 2009; Ord. 16249 § 2, 2008; Ord. 14811 § 3, 2003; Ord. 14743 § 3, 2003; Ord. 14452 § 2, 2002; Ord. 14122 § 2, 2001; Ord. 13035 § 2, 1998; Ord. 12076 § 3, 1995).

## **4.04.245 CIP high-risk projects - risk determination - risk scoring instrument - phases - procedures.**

A. For the purposes of this section:

1. "Capital projects oversight program" means the function within the King County auditor's office to oversee King County's large capital construction projects that was initially funded within the 2007 annual budget;
2. "Earned value management" means an analysis of how much has been accomplished on a?d scope, schedule and cost. It includes a plan that identifies work to be accomplished, a valuation of planned work, and predefined earning rules that quantify how to measure the accomplishment of work;
3. "Eligible capital project" means a capital project as defined in K.C.C. 4.04.020, except it does not include information technology projects, transit acquisitions, affordable housing and community development projects that are developed and managed by noncounty entities, energy savings performance contracts or lease-based projects;
4. "Estimate at completion" means a forecast of cost and time to complete a project. The estimate at completion includes the amount of cost and time incurred to date plus remaining forecasted cost and time;
5. "High-risk project" means an eligible capital project with characteristics that increase its likelihood of being completed late or over budget at a potentially significant financial cost or other significant impact to the county. Whether an eligible capital project is a high-risk project shall be determined by the process in subsection C. of this section;
6. "Joint advisory group" means the real estate and major capital project review joint advisory group created in K.C.C. chapter 4.06;
7. "Lease-based project" means a project where a lease-purchase or lease-leaseback agreement is proposed, pursuant to chapter 35.42 RCW, that transfers construction risk to a developer or not-for-profit intermediary and provides the contractual basis for obtaining funding from a third party to finance construction of the project;
8. "Project baseline" means the scope, schedule and budget set at the conclusion of the preliminary design phase when the preferred alternative has been selected and design has progressed adequately to make reasonable and informed commitments, at thirty to forty percent design. Project baseline is used as a basis for variance reporting and performance measurement;
9. "Project management plan" means a formal document that defines how the project is executed, monitored and controlled. The objective of the project management plan is to define the approach and schedule to be used by the project team to deliver the intended project scope.
10. "Risk register" means a document that identifies potential events that could impact cost, schedule, or scope. The document formulates plans for addressing those risks.
11. "Rough order of magnitude cost estimate" means an early cost estimate based on approximate cost models; and

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12. "Total project cost estimate" means the estimated project cost from the start of planning through project closeout. If the project has a range of potential project costs, the total project cost estimate is the highest cost in the range.

### B.

1. For any eligible capital project with a total project cost estimate of over ten million dollars, the executive shall transmit risk score results to the joint advisory group each year in accordance with the process identified in subsection C.1. of this section under the following circumstances:
  - a. the appropriation request for the project will be over two hundred thousand dollars or the appropriation request plus the project's prior appropriations will collectively exceed two hundred thousand dollars;
  - b. the project has not yet had a high-risk determination from the joint advisory group that was made after setting the project baseline; and
  - c. the project has not entered the construction phase.
2. The high-risk determination by the joint advisory group shall be made in accordance with the process outlined in subsection C. of this section.
3. High-risk projects shall provide supporting data in accordance with the requirements of subsections F. through H. of this section beginning with the next phase for which appropriation authority is requested.

### C.

1. The capital projects oversight program shall develop a risk scoring instrument for assessing whether an eligible capital project is a high-risk project. The instrument shall be submitted to the joint advisory group for its approval.
2. The risk scoring instrument shall be used by the implementing agency to generate a risk score for all projects that are required to be scored under subsection B.1. of this section.
3. The risk scoring instrument shall use information such as complexity of regulatory requirements, interdependencies with other projects and programs, schedule constraints, implementing agency resources, project delivery method, complexity of property acquisition issues, public impact, risks inherent to the likely construction technology, or any other issues that could have a significant impact on the ability of the project to meet baseline scope, schedule or budget.
4. The implementing agency director shall ensure that the risk scoring has been completed by qualified staff who does not report to the project manager, to anyone who reports to the project manager, or to anyone to whom the project manager directly reports.
5. By March 1, the executive shall electronically transmit all risk score results for eligible capital projects that require a risk score that year to the clerk of the council, who will retain an electronic copy and distribute electronic copies to the manager of the capital projects oversight program and the co-chairs of the joint advisory group or their designees, except that scoring results for eligible capital projects that received appropriations in 2010 shall be transmitted to the clerk of the council by July 31, 2010.
6. By the end of the first quarter of each year, or by the end of the third quarter in the year in which this ordinance is enacted, the joint advisory group, in consultation with the capital projects oversight program and using the risk scores for guidance, shall determine which projects for which it has received risk scores are high-risk projects. The joint advisory group may change the risk status of any of those projects when the joint advisory group receives an updated risk score.

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7. The capital projects oversight program may recommend to the joint advisory group changes to the risk scoring instrument, but a new risk scoring instrument may be used only if the joint advisory group approves the instrument and provides an effective date for agency use of the instrument.
  8. The joint advisory group shall file an electronic list of all eligible capital projects for which it has changed the high-risk status designation, including risk score and change in high-risk status, with the clerk of the council who will retain an electronic copy and distribute electronic copies to the chair of the budget and fiscal management committee or its successor and the manager of the capital projects oversight program.
  9. Each agency or department that has at least one eligible capital project with a total project cost estimate of over ten million dollars should have at least one project designated as a high-risk project by the joint advisory group.
  10. The executive may designate any eligible capital project as a high-risk project by letter or the council may designate any eligible capital project as a high-risk project by motion. Thirteen copies of the letter or motion shall be filed with the clerk of the council for distribution to all councilmembers, the co-chairs of the joint advisory group or their designees and the manager of the capital projects oversight program.
- D. For purposes of identifying when an eligible capital project has entered a particular phase and when subsections F. through H. of this section apply, phases include preliminary design, design, construction and close-out, and the following characteristics shall be used as a guide:
1. The preliminary design phase is when evaluation and analysis of potential project alternatives occurs. Based on analysis, the preferred alternative is selected and designed sufficiently to establish a project baseline, at thirty to forty percent design. Activities requiring long lead times, such as land acquisition or permitting may be initiated during this phase. Some planning activities may occur prior to the preliminary design phase;
  2. The design phase is the time during which design is completed, permits and other permissions are secured, and necessary land, rights-of-way, and easements are acquired so that the project (or staged elements of the project consistent with the project management plan) can proceed to construction. The design phase also includes development of a cost estimate, plans, specifications and a bid package. It is expected that the range of uncertainty associated with project cost estimates decreases as the design progresses. Activities to procure materials and equipment that require long lead times may be initiated during this phase. For projects with alternative delivery methods, such as general contractor-construction manager projects, the design phase may include some construction activities that occur before completion of project plans and specifications;
  3. The construction phase is the time during which the project is constructed or implemented. This also includes the testing, inspection, adjustment, correction and certification of facilities and systems to ensure that the project performs as specified. The construction phase ends with final acceptance of the project; and
  4. Close-out follows final acceptance and consists of administrative processes and associated accounting activities to close out all contracts. It may include multi-year monitoring. It should comprise no more than three percent of the total project cost.
- E.
1. When submitting a capital budget appropriation ordinance or an additional or amended capital budget appropriation ordinance to the council that includes an appropriation for a

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- high-risk project, the executive shall submit supporting data as identified in subsections F. through H. of this section. For any item required by subsections F. through H. of this section that the executive does not provide with the appropriation request, the executive shall provide a detailed explanation of why it cannot be provided and, if the item is to be provided later, identify the date by which the item will be provided.
2. For some eligible capital projects, one or more phases may run concurrently, such as projects requiring staged construction due to site constraints or operational needs, or performed under a declaration of emergency. Some nonconstruction eligible capital projects, such as land acquisition, may not utilize all of the capital project phases.
    - a. When submitting a capital budget appropriation ordinance or an additional or amended capital budget appropriation ordinance to the council where the appropriation request encompasses work performed in more than one phase of a high-risk project, not including the close-out phase, the executive shall submit as supporting data an explanation of the cost and schedule factors necessitating appropriation for more than one phase. The executive shall also submit as supporting data a schedule for reporting those supporting items required by subsections F. through H. to the council. The schedule and items to be reported shall match milestones identified in the project management plan. The reports shall be filed with the clerk of the council for distribution to the chair of the budget and fiscal management committee or its successor.
    - b. The council should consider placing expenditure restrictions upon the appropriation that release funds contingent upon appropriate further action.
- F. When submitting a capital budget appropriation ordinance or an additional or amended capital budget appropriation ordinance to the council that encompasses work performed in the preliminary design phase of a high-risk project, the appropriation request may include up to ten percent of the funding for the design phase. The executive shall, in addition to the requirements of section 4 of this ordinance, provide the following supporting data:
1. Identify design criteria;
  2. Provide an estimate of preliminary design costs, start and end dates for the preliminary design phase, and a rough order of magnitude cost estimate, which may be expressed as a range, for design and construction phases;
  3. Provide a planned schedule that shows the anticipated start and finish dates for each major task for the preliminary design phase, and for the design and construction phases, provide the anticipated start and finish dates for major work through completion;
  4. Identify stakeholders;
  5. Identify regulatory requirements and highlight any regulatory requirements that increase project risk; and
- G. When submitting a capital budget appropriation ordinance or an additional or amended capital budget appropriation ordinance to the council that encompasses work performed in the design phase of a high-risk project, the executive shall, in addition to the requirements of section 4 of this ordinance, provide the following supporting data:
1. Describe the alternatives considered, including a summary of life-cycle cost analysis performed for feasible alternatives progressing to further design, and identify the recommended alternative or alternatives with detailed scope description;
  2. Provide a summary of the results of a formal schedule and cost risk assessment conducted by an external consultant or staff who does not report to the project manager, to any

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person who reports to the project manager, or to anyone to whom the project manager directly reports;

3. Provide the project baseline, if set by the time of the appropriation request;
4. Certify that the implementing agency completed a cost estimate validation process to provide an independent evaluation of the project's cost estimates using an external consultant or staff who does not report to the project manager, to any person who reports to the project manager, or to anyone to whom the project manager directly reports;
5. Certify that significant progress has been made in environmental review and public outreach, identify steps remaining in the environmental review process, and summarize major issues;
6. Identify permits, acquisitions, and relocations, address mitigations, and highlight any of these that increase project risk to scope, schedule or budget;
7. Certify that application for external funding has begun, if applicable; and
8. For projects with alternative delivery methods that contemplate a need for early construction costs, provide an explanation of the need.

## H.

1. When submitting a capital budget appropriation ordinance or an additional or amended capital budget appropriation ordinance to the council that encompasses work performed in the construction phase of a high-risk project, the executive shall, in addition to the requirements of K.C.C. 4.04.247, provide the following supporting data:
  - a. certify that plans, specifications, estimates and contract documents reflect a level of design completion that is sufficient to support a final cost estimate and schedule for proceeding to procurement and specify the ready date for proceeding with the selected procurement method for the project;
  - b. certify that all required nonconstruction permits are in place in accordance with the project management plan or provide status of pending approvals and the expected date of receipt;
  - c. certify that all land acquisition, lease documents, and partnership agreements are in place in accordance with the project management plan or provide status of pending actions and expected date of receipt; and
  - d. certify that the implementing agency completed a cost estimate validation process to provide an independent evaluation of the project's cost estimates using an external consultant or staff who does not report to the project manager, to any person who reports to the project manager, or to anyone to whom the project manager directly reports.
2. The executive shall provide quarterly reports during the construction phase of a high-risk project. The quarterly report shall address performance relative to project baseline, highlight any significant variance from project baseline, summarize the top risks in the risk register, summarize change orders, explain change orders that have the cumulative potential to carry the project over project baseline and summarize the results of the latest earned value analysis. Five copies of each report shall be filed with the clerk of the council, who shall retain a copy and distribute copies to the chair of the budget and fiscal management committee or its successor, the co-chairs of the joint advisory group or their designees and the manager of the capital projects oversight program.

## I.

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1. The implementing agency shall establish and maintain a risk register for each high-risk project. The risk register shall be developed consistent with industry standards.
2. The implementing agency shall update the risk register at least quarterly, or more frequently should significant changes or additions be identified by the implementing agency.

J.

1. The implementing agency shall employ earned value management on high-risk projects to forecast unfavorable variations in final project cost or completion date, based on progress to date.
2. Agencies shall apply earned value management tools and methods to the design and construction phases. The earned value management tools and methods, and the format and level of detail reported, shall be appropriate for the phase of the project and the associated level of certainty regarding cost and schedule estimates. Tools for earned value management may include forecasting estimate at completion for design phase and use of earned value analysis for the construction phase.
3. The analysis shall be updated at least monthly.

(Ord. 16764 § 2, 2010).

#### **4.04.250 CIP schedule requirements**

- A. All CIP appropriation requests from the executive shall include project schedule information for land acquisition, design and construction for each project. All CIP projects involving county staff shall include estimated number of county staff hours in the ensuing fiscal year for each county force project cost element. The estimated schedule, with beginning and ending dates for each of these cost elements, shall be listed by month.
- B. The requirements in subsection A of this section do not apply to reprogramming appropriations for:
  1. The major maintenance reserve fund CIP being made at the major maintenance reserve fund level and major maintenance reserve fund CIP projects being reprogrammed, all in accordance with K.C.C. 4.04.265; and
  2. The roads CIP being made at the roads CIP fund level, and roads projects being reprogrammed, all in accordance with K.C.C. 4.04.270 and
  3. The solid waste, surface water management and wastewater CIPs being made at the solid waste, surface water management and wastewater CIP fund levels, and solid waste, surface water management and wastewater CIP projects being reprogrammed, all in accordance with K.C.C. 4.04.273, 4.04.275 and 4.04.280.

(Ord. 14811 § 5, 2003; Ord. 14743 § 5, 2003; Ord. 14452 § 4, 2002; Ord. 14122 § 4, 2001; Ord. 13035 § 4, 1998; Ord. 7159 § 13, 1985).

#### **4.04.260 Use of county forces.**

- A. As used in this section:
  1. "Construction" means the creation of a new building or structure or significant expansion of an existing structure, rather than repair, alteration, renovation, or improvement of something already existing.
  2. "Ordinary maintenance" means the routine work necessary to keep county facilities in that condition of good upkeep and repair necessary for safe and efficient continued use.

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3. "Alteration, renovation or improvement" means to alter or improve something already existing and the alterations or improvements do not constitute "construction" or "ordinary maintenance" as defined above.
  4. "Responsible Official" means the department head given line responsibility by either the King County Charter or county ordinance for an individual capital project or capital improvement program.
- B. King County forces may perform ordinary maintenance when the skills necessary to perform a particular maintenance task are readily available from in-house staff. The department head responsible for the project will make a determination as to whether the skills necessary to perform a particular maintenance task are readily available from in-house staff. Construction of public buildings and works, other than county road projects having a value of less than twenty-five thousand dollars, shall be performed by independent contractors. Subject to the provisions of this section, the alteration, renovation or improvement (other than ordinary maintenance) of public buildings and works may be performed or accomplished by King County forces when the county determines it is necessary or advisable to do so, but subject to the publication requirements prescribed by RCW 39.04.020.
- C. With respect to the county capital improvement program, the capital improvement section of the budget shall include an identification of those projects in which it is necessary or advisable to use county force labor. The county council's adoption of a budget for an individual capital project where use of county force labor is proposed by the county executive shall constitute the county's determination that use of county force labor on an individual capital project is necessary or advisable.
- D. In making the determination as to whether it is necessary or advisable to use King County forces during the construction phase of any particular capital project, the responsible official(s) shall give due regard both to considerations of fiscal prudence and efficiency and to which mode of accomplishing the project best advances the public interest. Among factors to be considered and balanced are:
1. Whether the skills necessary to perform the particular tasks are readily available from in-house county staff.
  2. Whether the work to be done is of reasonably limited scope and duration.
  3. Whether the work to be done would expose the county to a danger of extraordinary work compensation or third party liability claims.
  4. Whether adequate consideration has been made of subcontracting out such portions of an overall capital project as best lend themselves to such a procedure.
  5. Whether the county's achievement of W/MBE goals would be seriously impaired by using county force labor on an individual project.
  6. Whether it is not in the county's interest to achieve a specified guarantee or warranty period on the installation of new equipment or fixtures.

(Ord. 10489 § 1-4, 1992).

### **4.04.265 Major maintenance reserve fund capital improvement budgeting.**

- A. This section establishes procedures required for flexible response budgeting provisions applicable to the major maintenance reserve fund beginning in 2003 but shall not apply to high-risk projects under K.C.C. 4.04.245. Except as specifically provided in this section, budgeting for the major maintenance reserve fund shall be in accordance with other applicable county law.

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- B. To allow reprogramming flexibility needed to respond in a timely manner to events beyond the control of the facilities management division that result in temporary postponement or acceleration of major maintenance reserve fund CIP projects allocated in the current budget year, and notwithstanding any other provision of county law, current-year budget authorization for the major maintenance reserve fund CIP shall be appropriated at the total CIP fund level rather than CIP project level. Major maintenance reserve fund CIP project budget allocation reallocations may take place during the budget year among the projects specifically adopted in the current six-year major maintenance reserve fund CIP together with carryover projects from previously adopted plans in accordance with the procedures in this section without the need of amendatory appropriations ordinances.
- C.
1. Implementation of the major maintenance reserve fund CIP shall be in accordance with the project funding priorities and project funding levels identified in the annual major maintenance reserve fund six-year CIP as adopted by the council. On or before May 15 of each year, the facilities management division shall prepare and file in the office of the clerk of the council a major maintenance reserve fund CIP reallocation report. All planned expenditures shall be consistent with the financial model, financial plan and program plan. The report shall provide the following information concerning all existing and previously approved uncompleted major maintenance reserve fund CIP projects:
    - a. each project's name and number;
    - b. project location;
    - c. current status of the project;
    - d. the year the project first received appropriation authority;
    - e. the initial estimate of the project's duration in years, or expected completion date;
    - f. the original estimate of the project's total cost;
    - g. any revisions to the original estimate of the project's total cost;
    - h. total budget, expenditures and encumbrances spanning the project's existence;
    - i. for each fiscal year of existence, the appropriation amount, the beginning balance, the summary totals of expenditures and encumbrances and the carryover at the year's end;
    - j. identification of any expenditures under the general facility major maintenance emergent need contingency project;
    - k. an explanation of scope changes or significant changes to schedule or budget since the last budget approval;
    - l. a reallocated major maintenance reserve fund six-year CIP, including a revised program plan, all changes to projects, estimated costs, schedules, and scopes of work to be pursued for the current year, and programmed in the remaining years of the six-year program;
    - m. a justification for each project postponement or acceleration;
    - n. identification of which projects will be ready for implementation in the current budget year within the constraints of the total current year fund appropriation; and
    - o. a revised financial model showing the impacts or adjustments resulting from the proposed allocations.
  2. If current project in the adopted program needs to be postponed or accelerated, the report shall identify one or more projects of comparable budget allocation value in the current six-year major maintenance reserve fund CIP for acceleration or postponement in its

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place. If the budget allocation for a postponed or accelerated project exceeds the budget allocation of the project or projects proposed to be accelerated or postponed in its place, the difference shall be allocated to the general facility major maintenance emergent need contingency project appropriation. A postponed project shall be reallocated to the next possible year in the six-year program in which it could be accomplished. Succeeding projects shall be adjusted as necessary in the major maintenance reserve fund six-year CIP and financial plan. If a suitable CIP project does not exist to receive the reallocated funds, the funds shall remain allocated to the original CIP project.

D.

1. The reallocation report shall be filed with the clerk of the council for distribution to the chair of the budget and fiscal management committee, or its successor committee, to each councilmember and to the lead staff for the budget and fiscal management committee, or its successor committee.
2. A councilmember who objects to a project reallocation proposed in the reallocation report shall notify the chair of the budget and fiscal management committee, or its successor committee, within fourteen days of the filing of the report. The chair shall consult with the councilmember and consider the objection and shall, within thirty days of the filing of the report, notify the executive in writing of project reallocations that may proceed and shall also notify the executive in writing of project reallocations that may not proceed. The chair of the budget and fiscal management committee, or its successor committee, shall file with the clerk of the council a copy of the written notice and send a copy of the notice to any councilmember who raised an objection. The reallocation report takes effect upon receipt by the executive of the written notice. However, if the written notice is not provided by the chair of the budget and fiscal management committee, or its successor committee within thirty days of the filing of the reallocation report, the report takes effect on the thirty-first day following the filing of the reallocation report.

E. If sufficient moneys are available, any scope change proposed for allocation in the current year that is not included in the current major maintenance reserve fund six-year CIP shall be funded from the general facility major maintenance emergent need contingency project. If moneys are not available, any scope change proposed for allocation in the current year may only be added to the major maintenance reserve fund CIP after going through the normal appropriation process.

F. A general facility major maintenance emergent need contingency project shall be allocated in the current year fund appropriation to provide contingent budget authority to be used in accordance with in this chapter. The general facility major maintenance emergent need contingency project amount shall be no more than five percent of the current-year major maintenance reserve fund CIP budget or five hundred thousand dollars, whichever is less.

(Ord. 16764 § 8, 2010; Ord. 14743 § 6, 2003).

### **4.04.266 Major maintenance financial program**

A. The following shall be submitted with the proposed appropriation ordinance for the ensuing budget year:

1. The detailed financial plan covering at least six years setting forth the sources and amounts of revenues used to finance major maintenance reserve fund expenditures in each year of the plan. The revenues from a particular source may change from year to year, as economic and budgetary circumstances warrant. However, if proposed revenues

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do not fully fund the major maintenance financial model, then the discrepancy shall be documented together with justification and a recovery plan outlining how the deficiencies will be restored;

2. The major maintenance financial model, which is the analytical system for the expenses for periodic replacement of major county building systems and components and for developing the revenue estimates necessary to fund those expenses. The model shall include any proposed changes from the previous year's model to building systems and components, life cycles, estimates, percentage allocations or other associated assumptions that form the basis of the model; and
  3. The proposed major maintenance program plan, which is the prioritized list of projects transmitted to the council with and funded by the annual major maintenance fund budget request for the ensuing budget year, accompanied by criteria used to develop the list and any changes from the previous year's list. The plan shall be prioritized and include project names, project numbers and project appropriation requests. The final program plan is adopted by the council as part of the budget ordinance. Expenditures may be made only for approved projects on the program plan or approved reallocations but total expenditures shall not exceed the amount appropriated to the fund.
- B. Major maintenance program costs shall be financed by the major maintenance reserve fund. The calculation of the amount necessary to finance facility infrastructure maintenance costs for each building shall be determined by the major maintenance financial model. Proposed changes to the financial model are subject to the reporting requirements in subsection A.2. of this section.

(Ord. 14743 § 7, 2003).

### **Title 4.08 Revenue and Financial Regulations: Funds**

#### **4.08.110 Building capital improvement fund.**

- A. There is hereby created a new county fund entitled building capital improvement fund. This fund shall be a first tier fund as described in K.C.C. chapter 4.08 and the first paragraph of RCW 36.29.020.
- B. The purpose of the fund is to provide for the receipt and disbursement to appropriate capital funds of revenues used to accommodate major functional and programmatic changes in buildings, building modernization or building replacement.
- C. Annually, the building capital improvement fund program plan shall include a full itemization of all candidate projects for the ensuing budget year. The plan shall include proposed funding sources for each project on this list. The executive shall report annually to the council on the status of scope, schedule and expenditures for all identified projects. All projects administered through this fund shall be included in the building reports described in K.C.C. 4.08.250D.5.

(Ord. 14230 § 2, 2001; Ord. 14199 § 42, 2001; Ord. 12076 § 18, 1995).

Reviser's note: This section was amended by Ordinance 14199 § 42 and Ordinance 14230 § 2, each without reference to the other. Both amendments are incorporated in the publication of this section under K.C.C. 1.02.090.

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## **4.08.250 Major maintenance reserve fund.**

- A. There is hereby created the major maintenance reserve fund. This fund shall be a first tier fund as described in this chapter and the first paragraph of RCW 36.29.020. The manager of the facilities management division shall be the fund manager.
- B. The purpose of the major maintenance reserve fund is to provide for the periodic replacement of major building systems and components at King County facilities maintained by the facilities management division so that each building will realize its full useful life. Expenditures from this fund shall not be used for routine maintenance and shall not be used to finance unique program infrastructure investments. Unique program infrastructure investments shall be financed from other appropriate funding sources but may be combined with work financed by the major maintenance reserve fund. For the purposes of this section, "unique program infrastructure investments" means those capital expenses unique to a specific building user that are not necessary to maintain the usability and maintenance standard for the building. Historic preservation and restoration projects shall be eligible for funding from the major maintenance reserve fund, but the amount needed for periodic replacement of major building systems and components necessary for a building to realize its full useful life should be prioritized ahead of historic preservation and restoration projects, except where combining projects eligible for major maintenance reserve funds would achieve a cost savings. Any historic preservation or restoration project analysis should consider the scheduling impact to other major maintenance projects and potential revenue sources other than the major maintenance reserve fund.
- C. Major maintenance program costs are funded by the major maintenance reserve fund. The calculation of the amount necessary to finance the major maintenance reserve fund program is based on the building-specific per-square-foot charge corresponding to the mix of building systems and components and life cycle costs assumptions as determined by the financial model. The financial model shall include tenant area finishes to include carpet and paint. The major maintenance reserve fund shall be fully funded based on the financial model and funding requirements shall be fulfilled by:
1. A transfer of undesignated fund balances in the sales tax reserve contingency fund in excess of fifteen million dollars;
  2. Transfers that are contributions from the current expense fund;
  3. Transfers that are contributions from the non-current expense fund agencies:
    - a. when housed in buildings owned by King County or for which the county is responsible for debt service costs; and
    - b. for a proportional allocation of major maintenance reserve fund costs attributable to space occupied by current expense agencies included in the overhead cost allocation outlined in K.C.C. 4.04.045;
  4. Contributions from the operating budgets of current expense agencies that receive partial reimbursement from other jurisdictions; and
  5. Other revenue sources, including investment earnings.

(Ord. 16272 § 1, 2008; Ord. 14743 § 9, 2003; Ord. 14230 § 1, 2001; Ord. 12076 § 29, 1995).

## **4.08.290 Construction and facilities management internal service fund.**

There is hereby adopted and approved the creation of the Construction and Facilities Management Internal Service Fund. The Construction and Facilities Management Internal Service Fund shall be classified as a first tier fund as described in K.C.C. 4.10.010. The manager

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of the facilities management division shall be the fund manager. Uses of the fund shall be for the purposes of providing building operations, building maintenance, capital project construction and management, major building repair and renovation, building security, and public information with respect to county facilities.

(Ord. 14199 § 47, 2001: Ord. 11591 § 1, 1994).

### **King County Ordinances/Reports/Motions**

**Ordinance 7029 establishing Building Repair and Replacement Fund, providing for receipt of revenues and disbursement to appropriate capital funds for expenditures to repair and replace county buildings and building systems – December 6, 1984**

**Motion 8352 established new policies for the management and use of the sales tax reserve sub-fund and rescinding Motion 7020 – July 1991**

25 percent of the additional .2% sales tax rate was to continue to be earmarked for the sales tax reserve sub-fund. The use of the funds would be restricted to a) maintenance of essential county services in the event that current expense revenue collections in a given fiscal year are less than 97 percent of adopted estimates and b) catastrophic losses in excess of the Insurance Fund reserve and all other fund balances. At such time as the sales tax reserve fund balance exceeds \$15 million, requests may be made for priority capital maintenance projects.

**Motion 8446 affirming the council's sales tax reserve sub-fund policy adopted by Motion 8352 on July 19, 1991 and providing direction to council staff in its review of the 1992 Executive Proposed Budget – October 1991**

**Ordinance 10728 created the Major Maintenance Reserve Fund and defined policies for its operation and for development of a General Facilities Major Maintenance Program – February 8, 1993.**

The Major Maintenance first tiered fund was established with the first priority for spending was for projects which improved safety for the public and county employees, for projects which preserved facility integrity; for projects which significantly reduced future maintenance costs, improve operational efficiencies or increase revenues. The last priority was for projects which improved the overall facility appearance and usability by the public.

**Ordinance 11591 creating the construction and facilities management internal service fund – October 17, 1994**

Uses of the fund shall be for the purposes of providing building operations, building maintenance, capital project construction and management, major building repair and renovation, building security, and public information with respect to county facilities.

**Ordinance 12076 assigning revenue and financial duties and responsibilities consistent with reorganization of the executive branch – December 21, 1995**

Ordinance 12076 repealed previous ordinances establishing funds and created a new comprehensive section under K.C.C. Title 4, reestablishing the various funds by number and title. The Building Repair and Replacement Fund (former K.C.C. 4.08.110) and Major

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Maintenance Reserve Fund (K.C.C. 4.08.250) were included in the reorganization ordinance; the Construction and Facilities Management Internal Service Fund (K.C.C. 4.08.290) was not.

## **Ordinance 14199 reorganized the executive branch, creating the department of executive services (including the facilities management division) – September 4, 2001**

Section 47 of the ordinance amended the authority for management of the Construction and Facilities Management Internal Service Fund to the Director of the new Facilities Management Division.

Section 256 of the ordinance requested a report for a potential reorganization of the Facilities Management Division by May, 2002. Noting the “preliminary review of the Properties Expert Review Task Force (PERT), thoughtful consideration of capital asset management, planning, retention and disposition needs to occur in a comprehensive manner. Past reorganizations have resulted in the unintended consequence of a property management system that is not sufficiently integrated countywide. Deliberative study and thoughtful implementation of an organizational structure is needed in order to achieve the goals required by county policymakers.” The report was to identify different operational structures to address efficiency, oversight, and effective strategic planning for county assets.

## **Ordinance 14230 revised the Major Maintenance Reserve Fund and Building Repair and Replacement Fund, governing the establishment of reserves, financing methods and expenditure guidelines for the Major Maintenance Reserve Fund – October 11, 2001.**

Ordinance 14320 provided that the purpose of the Major Maintenance Reserve Fund was for the periodic replacement of major building systems and components at certain King County Facilities so that each building will realize its full useful-life. The major maintenance program plan means a prioritized list of projects transmitted to the council; the financial model means the analytical system for projecting both the cyclical and existing maintenance expenses of major county building systems and components. The major maintenance reserve fund shall be fully funded based on the financial model and funding requirements shall be fulfilled by:

1. A transfer of undesignated fund balances in the sales tax reserve contingency fund in excess of fifteen million dollars;
2. Transfers that are contributions from the current expense fund;
3. Transfers that are contributions from the non-current expense fund agencies:
  - a. when housed in buildings owned by King County or for which the county is responsible for debt service costs; and
  - b. for a proportional allocation of major maintenance reserve fund costs attributable to space occupied by current expense agencies included in the overhead cost allocation outlined in K.C.C. 4.04.045;
4. Contributions from the operating budgets of current expense agencies that receive partial reimbursement from other jurisdictions; and
5. Other revenue sources, including investment earnings

Section 2 of the ordinance renames the Building Repair and Replacement Fund to the Building Capital Improvement Fund. The purpose of the fund was changed from disbursements to “repair and replace county buildings and building systems” to “accommodate major functional and programmatic changes in buildings, building modernization or building replacement”, clarifying the difference between the fund and the Major Maintenance Reserve Fund.

**Ordinance 14517, the 2003 Budget Ordinance, includes provisos for reports, one regarding a potential reorganization of the Facilities Management Division including information and evaluation of team cleaning and building security, and another regarding effects to the Major Maintenance Reserve Fund from reorganization and the Carter Burgess building evaluation – November 25, 2002**

\$500,000 of the FMD Internal Service Fund appropriation was withheld until council approves by motion a report evaluating the potential reorganization of the facilities management division of the department of executive services by February 3, 2003. The proviso uses the same language as that of Ordinance 14199, Section 256, but adds that the report “shall include: (1) an evaluation of the efficacy of the team cleaning concept; and (2) a staffing plan showing the deployment of building security guards in county buildings, including any assignments to parking facilities, and a workload analysis justifying the number of FTEs in the plan.”

Another proviso in the 2003 Budget withheld \$9,254,234 from the Major Maintenance Reserve Fund until council approval of a report explaining the relationship between the proposed reorganization and the management of the Major Maintenance Reserve Fund, submittal of the Carter Burgess buildings evaluation report and an assessment of its implication for the MMRF program, and an evaluation of the program as included in the Executive's proposed 2003 budget relative to its compliance with K.C.C 4.08.250., including a proposed ordinance seeking changes to remedy any noncompliance.

**“Facilities Management Division: An Evaluation of Organizational Structure and Business Practices” – February 3, 2003**

The report addresses the requests in ordinances 14199 and 14517 regarding potential reorganization of FMD. Among the items addressed in the report are:

1. the identification of major lines of business
2. the basic reorganization options of the division, including the executive's preferred option of one division with three sections,
3. the change in management style for building operation and maintenance from one that is function based to one by building groupings,
4. a staffing plan for deployment of building security guards,
5. the implementation of best business practices that includes deep cleaning, updated software for tracking maintenance, work orders, and real estate portfolios, and
6. improved major maintenance reserve fund oversight and tracking.

**Carter Burgess Building Evaluation Report – March 18, 2003**

The Carter Burgess report was initially started as a response to a 2002 Budget proviso to assess the Major Maintenance Reserve Fund program; the report evaluated the status of all building systems in the MMRF program. The 2003 Budget required submittal of the report (not then complete) as one of the reporting components of the MMRF proviso.

**Ordinance 14628 revising the 2003 Budget proviso regarding the Major Maintenance Reserve Fund – April 30, 2003**

This ordinance revised the requirements of the 2003 Budget Major Maintenance Reserve Fund proviso to decouple the approval of the reorganization report from the proviso requirements and release \$4.6 million of the withheld \$9,254,234.

## **Ordinance 14638 amending the 2003 Budget proviso regarding the FMD Reorganization Report – May 12, 2003**

The budget proviso for the FMD reorganization report was divided into two reports: one for the reorganization report, and another for a “final” evaluation of the team cleaning concept, a recommended process for policy direction on major real estate and capital projects decisions, and reorganization options for major franchising functions. The proviso amount of \$500,000 was split between the two reports, \$300,000 for the first report and \$200,000 for the latter report. The deadline for the new evaluation report was August 1, 2003.

Motivation for the ordinance, reflected in staff reports, was to allow for consideration of the submitted FMD reorganization report while requesting additional detail from FMD regarding the issues in the new proviso. The proviso language specifically requires that, as regards the team cleaning concept, “a proposed service level agreement to be used between the facilities management division and its tenants, the results of a survey of tenants regarding cleaning standards and performance levels, and the results of an anonymous survey of janitorial staff participating in team cleaning that would evaluate the concept and would be conducted by an independent source” be included in the new report.

## **Motion 11732 approving a report evaluating the potential reorganization of the Facilities Management Division – June 18, 2003**

The report identified different organization structures, included but not limited to, splitting the building services section from the asset management and development sections, creating two separate divisions, and made recommendations related to the organizational structure of the facilities management division as required. It also evaluated the team cleaning concept and building security staffing. The motion specifically notes the amendment to the 2003 Budget proviso in ordinance 14368, requesting a report with additional information on team cleaning and other topics.

## **Motion 11785 approving the major maintenance reserve fund proviso response as outlined in the 2003 Budget Ordinance, Ordinance 14517, Section 118. – August 25, 2003**

Motion 11785 approved the various submittals required regarding the Major Maintenance Reserve Fund proviso, as amended by ordinance 14628.

## **“Additional Report on Reorganization Topics” – August 8, 2003**

This report addressed the additional information requested in the 2003 Budget and ordinance 14517 regarding team cleaning and other issues.

Section 3 of the report addresses the evaluation of custodial services regarding team cleaning and Service Level Agreements (SLAs). FMD hired an independent consultant to conduct tenant and employee surveys to ascertain the level of satisfaction of tenants and employees with respect to team cleaning. The report documents the survey results, with mixed satisfaction levels depending on the type of cleaning. The evaluation concludes that team cleaning makes a positive influence on service quality, but recommends ongoing monitoring and implementation of Service Level Agreements with tenant agencies. The report also noted that team cleaning had decreased employee absenteeism and only vacuuming was identified as being a risk, ergonomically.

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**Ordinance 14743 relating to establishing a flexible response budgeting policy for the Major Maintenance Reserve Fund capital improvement program that allows current year budget authorization at the fund total rather than the capital improvement program project level, modifying the Major Maintenance Reserve Fund terms and reporting requirements; - September 5, 2003.**

The ordinance provided that the major maintenance reserve fund CIP projects shall be presented in the six-year general CIP program and that the appropriation for the major maintenance reserve fund shall be made at the major maintenance reserve fund level. A CIP exceptions notification shall be filed with the clerk of the council in advance of action for distribution to the chair of the budget and fiscal management committee or its successor committee, when moneys in excess of 15% of the total major maintenance reserve fund CIP project costs are to be transferred from the general facility major maintenance emergent need contingency project.

On or before May 15 of each year, the facilities management division shall prepare and file in the office of the clerk of the council a major maintenance reserve fund CIP reallocation report. A councilmember who objects to a proposed project allocation shall notify the chair of the budget and fiscal management committee within 14 days of filing the report. The chair will consult the councilmember and within 30 days of filing the report, notify the executive in writing of project reallocations that may not proceed. If within 30 days of filing the reallocation report, written notice has not been provided by the chair of the budget and fiscal management committee, the report takes into effect on the 31<sup>st</sup> day following the filing of the report.

A general facility major maintenance emergent need contingency project shall be included in the annual appropriation to provide contingent budget authority to be used in accordance with the code. It shall be no more than 5% of the current year reserve fund or \$500,000, whichever is less. The major maintenance financial plan will cover at least six years; the financial model shall include any proposed changes from the previous year's model and the program plan shall be prioritized and included in the budget ordinance.

**Motion 11819 approving the final report of the Facilities Management Division responding to council concerns over janitorial team cleaning and other issues outlined in Motion 11732 and Ordinance 14638 – October 1, 2003**

Motion 11819 approved the Additional Report on Reorganization Topics, noting that approval of the report did not constitute adoption of the policy recommendations in the report. The Motion also requested the Executive to transmit legislation to formally adopt the real estate and major capital projects oversight and coordination structure as outlined in the report, and provide a status report to the council on the development of custodial SLAs with user agencies by March 31, 2004.

**Department of Executive Services: Developing Service Level Agreements Process Guidance Document – August 2005**

Department of Executive Services-approved Service Level Agreement Process Document (developed in conjunction with HDR Engineering, Inc) to be used as the standard for all DES SLAs. The Guidance Document was accompanied by a sample SLA agreement and manager training module.

The Guidance Document provides information on the background, objectives, and structure of SLAs. Appendix A provides a generic template for SLAs. Other appendixes provide checklists

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and an overview of SLA process steps. They include a sample SLA list of provider services and receiver priorities for custodial services.

The accompanying Guidance Document information notes that the actual signing document used to formalize SLA agreements is up to individual agencies, but the document must address all the basic elements outlined in the DES SLA Process document, including quantifiable “performance measurements” that are specific for both service provider and customer/user with timeframes for provider to respond to user requests, and the signatures of each DES SLA representative for their own division/agency. Signature authority for SLAs is at a section manager level or above level up to division director, and the signature page must include the DES SLA Manager. FMD SLAs for custodial services follow the template in the Guidance Document.

### **Ordinance 16272 relating to historic preservation, restoration, and rehabilitation project eligibility for major maintenance reserve fund budgeting – October 22, 2008**

Provided for historic preservation and restoration projects to be eligible for funding from the Major Maintenance Reserve Fund, though the amount needed for periodic replacement of major building systems and components necessary for a building to realize its full useful life should be prioritized ahead of historic preservation and restoration projects.

### **Ordinance 16764 for high-risk capital projects and establishing standardized requirements for capital project reporting and cost-estimating – March 10, 2010**

Major Maintenance capital projects which are identified as high-risk capital project are excluded from the major maintenance budget flexibility provisions.

## **King County Auditor Reports**

### **Council Audit: Performance Audit of Facilities Management Division Capital Programming and Planning – February 2008**

While FMD’s Major Maintenance system was determined to be comprehensive with an appropriate planning horizon, FMD has not updated its facility condition information since 2002. The Carter Burgess 2002 assessment of the building systems for 34 county owned buildings provided a detailed breakdown, and projected lifecycles and replacement priorities for the buildings’ systems. This work serves as the foundation for the lifecycle cost model for the Major Maintenance Program.

The audit recommended that FMD improve the frequency of its facility condition inspections to ensure the accuracy of its inventory and appropriate timing for future system replacement and repair needs. An asset inventory should be updated every two to four years order to “provide managers with timely, current, and useful information with which the managers can determine the status of assets under their control.” FMD updates the inventory only to indicate when major maintenance projects are completed or when new buildings are added to the inventory. The absence of updated information on the condition of county facilities impedes FMD’s ability to project future maintenance needs and to estimate project future costs effectively. FMD has found that many of the replacement and cost estimates are too low and understate the actual needs as these major maintenance projects have been implemented.

Consistent with these leading practices, FMD has developed a unified, long-term capital program for Major Maintenance projects undertaken to maintain the condition of county buildings. FMD has also

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established an extensive six-year plan and schedule to fund these projects that are reviewed and approved by the executive, budget office, and council through the annual budget process.

**Major Maintenance Program:** This category of projects is prioritized on the basis of the age and life expectancy of the system, the critical nature of the facility, and the condition of the system. Other factors FMD uses to determine the priority ranking of maintenance projects for any given year include their impact on: 1) improving safety, 2) preserving facility integrity, 3) attaining operational efficiencies or revenues, and 4) enhancing appearance and usability.

The audit noted that the code-required FMD Annual Major Maintenance Reallocation Reports was consistent with code requirements, but not effective for the council, its staff, or consultants in monitoring project performance. This is because the consultants were unable to match capital budgets and expenditures for a particular project from year to year. The Major Maintenance Reallocation Report includes the actual dates versus planned dates for completion of four phases of Major Maintenance projects. However, the report does not clearly indicate whether particular projects (such as the Yesler Building Boxes project) are on-time; the reader has to surmise the on-time status by reading the scheduled project start and completion dates for four phases of each project. The report also does not provide a program-level roll-up of schedule adherence.

The success of a major maintenance program is reflected by how well it is preserving capital assets, and specifically measured by the overall condition of its assets. Condition-based performance measures are built on the inventory and lifecycle analysis of assets. A condition rating (i.e., poor, fair, good, excellent condition) is assigned to each building in the inventory. Program-wide facility condition ratings are summarized to provide the percentage of buildings in excellent, good, fair, or poor condition. If, for example, a goal is to maintain 75 percent or more of an agency's facilities in good condition, the condition rating will show achievement toward that goal. FMD does not have up-to-date condition ratings for county facilities. Without a condition rating system, FMD is not able to monitor or report on the overall condition of any of its buildings, which is ultimately the most critical measure of its success in managing the Major Maintenance Program.

## **LIST OF MAJOR MAINTENANCE RELATED RECOMMENDATIONS WITH EXECUTIVE RESPONSE**

**Recommendation 3:** FMD should develop a regular schedule for facility condition inspections and updates to the inventory.

**Estimate of Impact:** An updated inventory ensures that managers have accurate information about required facilities improvements and cost estimates when planning and scheduling major maintenance projects.

### **Executive Response: Concur**

FMD fully concurs with the recommendation, including adding a comprehensive periodic update from and (sic) outside consultant, similar to the original Carter-Burgess study, to our current process. The report does not fully recognize that FMD has an existing (if informal) process for re-inspecting its building conditions. As part of the annual budgeting process, each building manager is asked to inspect and update the building conditions inventory.

1. The inventory is updated annually

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2. Although the existing process is less formal than a full consultant report, it is unclear how the annual update to the building survey does not equate to “a regular schedule for facility condition inspections and updates to the inventory”.
3. Hiring a consultant to do a comprehensive assessment on a regular cycle, in addition to the annual, in-house assessments, would likely add value to the current process. Moving forward with this would require additional appropriation authority.

**Recommendation 4:** FMD should develop selection criteria for its Major Capital Projects and provide an overview of its needs assessment evaluation and selection criteria to the council when it submits funding requests for its General Government Capital Improvement Program, Major Maintenance Program, and Special Projects.

**Estimate of Impact:** Developing selection criteria for Major Capital Projects and providing the criteria for all major capital facilities projects submitted to the Council for review and approval will not only improve the consistency and transparency of the project selection processes, but also enable county policy makers to make more informed capital project funding decisions.

**Executive Response: Partially concur**

See comments to Recommendation 1; Development of selection criteria requires a ranking of hierarchical needs between County agencies for Major Capital Projects. The report cites OMP/FMP planning as effective capital programming; however, developing a selection criteria prioritizing between differing county functions is problematic. FMD can develop such criteria, but remains concerned that weighing such criteria are more appropriate for high-level policy leaders at which point FMD can evaluate its proposed Major Capital Projects according to the agreed criteria and weight.

**Recommendation 6:** FMD should develop a risk management plan and a well-documented, risk-weighted cost plan for the preferred alternative. In addition, FMD should ensure that the project contingency is adequate based on the project phase and level of risk.

**Estimate of Impact:** Risk management plans and risk-weighted cost plans provide explicit identification and quantification of risks, as well as mitigation strategies. Both plans provide valuable information to decision makers for determining the amount required for budgeting project contingencies. Formally incorporating risk factors into capital project plans will also help ensure that projects remain close to planned scopes, schedules, and budgets.

**Executive Response: Partially Concur**

See comments to Recommendation 5 regarding Courthouse Seismic project. FMD can prepare a risk-adjusted cost plan and risk management plan framework that explains the risks and benefits of different financing mechanisms and reflects consistent risk-cost assumptions throughout project contingencies.

The level of analysis (or need for analysis) should not be standard for all projects. Simple life-cycle replacement projects in the MMRF clearly do not require the same level of risk analysis as a new building. FMD is committed to working with KCAO in the context of this audit and the new Oversight Office to establish a reasonable approach to implementing this recommendation. FMD does not currently have staff resources to perform this level of risk analysis.

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With regard to the Yesler Building boxes, there appears to be a misunderstanding. The report cites FMD uses low inflation rates, and that his low inflation factor contributed to costs exceeding estimates for this project. It appears to FMD that confusion arose surrounding the planning and budgeting for the Yesler project. FMD estimates this phased 3-year project costs at \$1.83 million and the final actual costs 2007 was T1.87 million, less than 2% difference over 3 years. Perhaps it was the phased estimate, with projected costs in 3 different years, that created the confusion. It is also important to note that the engineer's estimates in the six-year plan are not the appropriated budget amounts; rather, they are intended to be placeholders for planning purposes in the out-years. Ultimately, the Yesler project was delivered for less than the final appropriation. FMD believes that some of the standardized reporting recommendation in this report will help to eliminate this type of confusion in future project reviews.

**Recommendation 8:** FMD should develop and use a standard framework by project category (General Government, Major Maintenance, and Special Projects) for capital project justifications when recommending a preferred alternative to the County Council or when requesting funding for the preferred alternative.

**Estimate of Impact:** Standard frameworks for capital project justifications improve the consistency of the communication of critical information on preferred alternatives provided to the council prior to making funding decisions. For example, standard frameworks facilitate communication of technical information, which is particularly important given the short timelines for council review of capital project justifications.

**Executive Response: Partially Concur**

Developing a standardized framework should be straightforward as FMD already uses a generalized framework for project evaluation. Formalizing that framework into a standardized format for presenting to County Council should include coordination with Auditor's Office and council staff to ensure the content of FMD recommendations is acceptable for council review purposes.

**Recommendation 10:** FMD, in collaboration with other executive agencies and the council's new Capital Project Oversight Program, should develop a communication plan and standard reporting formats for reporting capital project information in a summarized, easy-to-understand manner, as recommended by the Capital Project Oversight Phase I Report A submitted to the council in August 2007. In developing the new reporting formats, consideration should be given to displaying project budget and cost information that can readily be tracked throughout the duration of the project.

**Estimate of Impact:** Implementing this recommendation, which echoes the Capital Project Oversight Phase 1 Report, will help ensure that important and timely capital project information is provided to decision-makers in an appropriate format. As with Recommendation 8, providing key information in a well-designed format is especially important given the short timelines Council often faces for reviewing critical funding decisions.

**Executive Response: Concur**

Participation, guidance, and approval as to council's capital project informational needs from Auditor Office and council staff is critical to this recommendation. FMD can develop a schedule for implementation in conjunction with Auditor and council staff.

**Recommendation 11:** FMD should improve its performance measures by:

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- Expanding FMD's Major Maintenance Project schedule and budget performance measures to General Government and Special Projects.
- Providing a program-level roll-up for Major Maintenance program performance measures.
- Continuing to participate in the OMB Capital Projects Working Group to develop effective performance measures for capital project scope and budget.
- Developing and tracking a facilities condition index on county buildings to monitor success in maintaining the capital infrastructure.

**Estimate of Impact:** Establishing appropriate performance measures will help ensure that decision makers receive important information about FMD's progress in achieving its capital planning goals, as well as its progress in preserving the county's capital assets.

## **Executive Response: Partially Concur**

As the report notes, FMD is developing and implementing performance measures consistent with the recommendation (see also comments under Recommendation 3) "Additional Report on Reorganization Topics" – August 8, 2003, 31

"Facilities Management Division: An Evaluation of Organizational Structure and Business Practices" – February 3, 2003, 29

2.42.080 Medical Center – Capital Improvement – Policy – Requirements., 6

4.04.020 Definitions (Selected Sections), 7

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4.08.290 Construction and facilities management internal service fund., 25

Carter Burgess Building Evaluation Report – March 18, 2003, 29

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Motion 11732 approving a report evaluating the potential reorganization of the Facilities Management Division – June 18, 2003, 30

Motion 11785 approving the major maintenance reserve fund proviso response as outlined in the 2003 Budget Ordinance, Ordinance 14517, Section 118. – August 25, 2003, 31

Motion 11819 approving the final report of the Facilities Management Division responding to council concerns over janitorial team cleaning and other issues outlined in Motion 11732 and Ordinance 14638 – October 1, 2003, 32

Motion 8352 established new policies for the management and use of the sales tax reserve sub-fund and rescinding Motion 7020 – July 1991, 26

Motion 8446 affirming the council's sales tax reserve sub-fund policy adopted by Motion 8352 on July 19, 1991 and providing direction to council staff in its review of the 1992 Executive Proposed Budget – October 1991, 26

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- Ordinance 10728 created the Major Maintenance Reserve Fund and defined policies for its operation and for development of a General Facilities Major Maintenance Program – February 8, 1993., 26
- Ordinance 11591 creating the construction and facilities management internal service fund – October 17, 1994, 26
- Ordinance 12076 assigning revenue and financial duties and responsibilities consistent with reorganization of the executive branch – December 21, 1995, 27
- Ordinance 14199 reorganized the executive branch, creating the department of executive services (including the facilities management division) – September 4, 2001, 27
- Ordinance 14230 revised the Major Maintenance Reserve Fund and Building Repair and Replacement Fund, governing the establishment of reserves, financing methods and expenditure guidelines for the Major Maintenance Reserve Fund – October 11, 2001., 27
- Ordinance 14517, the 2003 Budget Ordinance, includes provisos for reports, one regarding a potential reorganization of the Facilities Management Division including information and evaluation of team cleaning and building security, and another regarding effects to the Major Maintenance Reserve Fund from reorganization and the Carter Burgess building evaluation – November 25, 2002, 29
- Ordinance 14628 revising the 2003 Budget proviso regarding the Major Maintenance Reserve Fund – April 30, 2003, 30
- Ordinance 14638 amending the 2003 Budget proviso regarding the FMD Reorganization Report – May 12, 2003, 30
- Ordinance 14743 relating to establishing a flexible response budgeting policy for the Major Maintenance Reserve Fund capital improvement program that allows current year budget authorization at the fund total rather than the capital improvement program project level, modifying the Major Maintenance Reserve Fund terms and reporting requirements; - September 5, 2003., 31
- Ordinance 16272 relating to historic preservation, restoration, and rehabilitation project eligibility for major maintenance reserve fund budgeting – October 22, 2008, 33
- Ordinance 16764 for high-risk capital projects and establishing standardized requirements for capital project reporting and cost-estimating – March 10, 2010, 33
- Ordinance 7029 establishing Building Repair and Replacement Fund, providing for receipt of revenues and disbursement to appropriate capital funds for expenditures to repair and replace county buildings and building systems – December 6, 1984, 26

## **Appendix D**

# **King County Environmental Sustainability Review Focusing on County Facilities**

### **King County Ordinances/Motions/Reports**

**Updated: January 2, 2011**

This document has been assembled to inform the development of the King County Real Property and Integrated Workplace Strategic Plan. Document retrieval ended on 11/1/2010. While efforts were made to make the references to the county's framework for Real Property Portfolio Management complete, no one should assume that the document is complete. Prior to making a judgment or taking an action regarding real property, it is advised that original research be conducted in a timely manner

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## King County Environmental Sustainability Review Focusing on County Facilities

**Ordinance 16897 King County's Strategic Plan for 2010-2014 – August 2010** established "Environmental Sustainability" as one of its eight goals. Environmental sustainability is defined as safeguarding and enhancing King County's natural resources and environment. These goals are designed to guide budget and policy decisions moving forward, making sure the most important issues area addressed.

Each goal has a number of objectives and strategies designed to articulate the course of action. The Strategic Plan's Environmental Sustainability Goal has for objectives, the latter two address county facilities:

1. Protect and restore water quality, biodiversity open space, and ecosystems
2. Encourage sustainable agricultural and forestry
3. Reduce climate pollution and prepare for the effects of climate change on the environment, human health and the economy
4. Minimize King County's operational environmental footprint.

Objectives #3 and #4 each have 5 strategies developed. Strategies have a 3-5 year focus and are the approaches necessary to accomplish goals or objectives. Strategies are generally more complex than a single activity. Strategies may include entire programs, new initiatives, collaboration with other organizations or departments, or organizational changes that are intended to achieve a goal or objective. The strategies bolded below address County owned facilities as well as county facilities to be constructed.

Objective 3. Reduce climate pollution and prepare for the effects of climate change on the environment, human health and the economy.

- a. Promote collaborative efforts among local and regional governments to assess and reduce community green house gas emissions.
- b. Monitor county greenhouse gas emissions and use the information to guide future actions and investments to advance progress against emission reduction goals.
- c. Advocate for and participate in the development of federal, state, and regional climate response strategies and resources that advance emission reduction goals.
- d. Identify and adapt to the impacts of climate change on natural systems, human health, public safety, county operations, infrastructure, and the economy.
- e. Advance policies and programs that simultaneously reduce climate pollution and improve human health.

Objective 4. Minimize King County's operational environmental footprint

- a. Incorporate sustainable development practices into the design, construction and operation of county facilities and county funded projects.
- b. Measure energy usage in county facilities and use this information to guide conservation investments.
- c. Invest in alternative fuel transit and fleet vehicles to reduce emissions, fuel use, and fuel costs.
- d. Create resources from wastewater and solid waste disposal.

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- e. Encourage King County employees to reduce their environmental impact.

In addition to the King County Strategic Plan Environmental Sustainability goal, County Sustainability policies are documented in the King County Code, the 2010 King County Comprehensive Management Plan, and multiple ordinances and Executive policies dating back to 1989.

Since 1988 the County's approach to environmental sustainability has evolved into three somewhat overlapping avenues; the energy plan, the green building program and the climate change program. The reports, ordinances and motions for each of these three items are described below.

## **King County Energy Plan Background Information**

King County has long recognized that it can reduce operating costs and emissions of greenhouse gases and other pollutants by reducing its energy use, meeting more of its energy needs with local renewable resources, and taking advantage of opportunities to produce energy where practical. Energy continues to be a major cost to the county, and reducing this expense will contribute to the county's ability to maintain services. King County must commit itself to continuous improvement in the ways it produces and uses energy in the next 20 years.

## **King County Growth Management Plan King County 2008 Growth Management Act Chapter 8 Services Facilities and Utilities Chapter III Energy & Telecommunications; Section A1 & 2**

King County's economy and quality of life depend on readily available, inexpensive and clean energy and telecommunications resources. Energy and electronic communications systems provide important public services and their implementation must be coordinated with land use planning. The sustainable development and efficient use of energy resources can ensure their continued availability while minimizing long-term costs and impacts to the individual, society, and the shared environment.

In order to help mitigate global climate impacts resulting from human energy use, King County is planning its energy uses in ways that will reduce the release of greenhouse gases (GHGs). In 2006, the King County Executive implemented a suite of four Climate Change Initiatives: Land Use, Transportation, Environment, and Renewable Energy. In 2006, the King County council adopted initial targets for renewable energy use:

- At least 50 percent of King County's non-transit energy use to come from renewable resources by 2012;
- At least 35 percent of King County's transit energy use to come from efficiencies and renewable sources by 2015; and
- At least 50 percent of King County's transit energy use to come from efficiencies and renewable sources by 2020.

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These are the targets the county is committed to achieving considering, cost, available funding, and public benefit.

Various local, state and federal agencies regulate retail energy providers in King County. Gas and electric utility resource and conservation plans are approved by the utilities and other agencies through a public process. The Washington Utilities and Transportation Commission (UTC) reviews and accepts plans of investor-owned electric and gas utilities, and the Seattle City Council approves the plans of Seattle City Light. Electric and gas utilities operate in King County under franchises with the county for use of the public right-of-way. The UTC also defines the costs that investor-owned utilities can recover, approves rates, sets service standards and resolves customer complaints.

Telecommunications services are regulated by several entities, including the Federal Communications Commission and the Washington Utilities and Transportation Commission. King County has some regulatory authority over telecommunications services through franchises and the development approval process.

## Energy

### 1. Consistency with Land Use Plans

State law mandates that electric and gas public service companies provide the same level of service on a uniform basis, regardless of location. (RCW 80.28.110). Policies in this chapter encourage the utilities to prioritize capital improvements in a manner consistent with land use.

**F-301 Energy providers' resource and facility plans should be consistent with the King County Comprehensive Plan and should provide for a reliable source of energy in the event of natural disaster or other potential threats of disruption to service.**

Disruption of traffic due to public and private road projects frequently occurs in King County. Policies in this chapter support existing programs to notify utilities of upcoming projects to build, expand, or maintain county roads so utility and road construction can be coordinated. Distribution systems for gas, electric and telecommunications installation in new construction now have separate permits. Permit consolidation is desirable as a means to expedite review while protecting the environment. Countywide Planning Policy ED-23 encourages jurisdictions to establish a master utility project.

**F-302 King County should coordinate public road construction and maintenance projects with utility construction and maintenance.**

Appropriate planning, such as increased housing density, transit-oriented development and walk-to-work housing can significantly reduce regional energy use over time. Similarly, land use regulation can support increased availability and use of renewable energy. For example, consideration of solar access in land use codes and building siting can increase the potential for solar energy use. Policies in this chapter encourage such energy-conscious development.

**F-303 King County should encourage land uses and development that will improve energy efficiency, and should support the expansion of renewable energy resources through development regulations, prudent variances and active incentive programs when the benefits of doing so outweigh the costs.**

2. Energy Efficiency, Conservation and Alternative Energy Sources

King County Countywide Planning Policy CO-6 states that "aggressive conservation efforts shall be implemented to address the need for adequate supply for electrical energy and water resources, protect natural resources, and achieve improved air quality." King County has a continued commitment to energy efficiency, conservation, use of renewable resources and quality enforcement of the energy code. Recent recognition of climate change and other negative impacts of our energy infrastructure have brought the need to improve the county's energy use patterns and supplies into the forefront of policy discussions. King County's current energy use patterns and energy supplies could be modified and improved to reduce air pollution (including GHG emissions), conserve non-renewable resources important to future generations, and help to limit the growth in energy costs.

**F-304 King County should foster the development and increased use of clean, renewable and alternative fuel and energy technologies. Promising technologies include, but are not limited to: biodiesel, hydrogen, and increased electrification.**

**F305 King County shall:**

- a. Continue to increase the use of renewable fuel in, and the efficiency of, county buses and vehicles and shall support testing of plug-in-hybrid electric vehicles where appropriate.**
- b. Consistent with policy E-202, collaborate with other local governments regionally, nationally and internationally to develop a common approach to accounting for the GHG emissions resulting from the operation of its public transportation system, and for claiming rights to any GHG reduction attributes associated with its operation.**

In support of its environmental, long-term sustainability and energy security goals, King County will provide leadership by shifting to the use of renewable resources. Although renewable energy sources can be more expensive than traditional power sources on a per unit basis, careful choices of technology and expanded economic considerations including "triple bottom line" life-cycle cost analyses (LCA) show that in proper applications the benefits of some renewable energy technologies already exceed their costs. Additionally, subsidies and grants are available for some renewable power systems. For example, solar electric power is already cost effective in limited applications at county facilities that are remote or very small, where a utility electric service would be more expensive. This may include lighting for bus shelters, parks and ride lots, county road signs and remote monitoring equipment.

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- F-306** King County shall maximize practical applications of electricity and heat production from renewable resources.
- F-307** King County shall support the conversion of renewable resources to energy for reasonably usable waste products, including methane gas generated from the operation of its landfill and wastewater treatment plants, consistent with E-205. Renewable resources shall include those sources listed in RCW 19.285.030(18), now and as may be amended. King County shall claim rights to any and all renewable energy and GHG reduction attributes.

King County, working with its utility partners, has a long and successful history of energy efficiency and conservation projects; however these efforts have been largely uncoordinated and piecemeal, subject to the availability of county budget funds and utility incentives. The combination of generally increasing energy costs and climate change mitigation goals will require that the county continuously increase its energy efficiency for many years to come. To achieve energy goals already set and more aggressive goals expected in the future, a coordinated, strategic approach to energy management and investment in energy efficiency is needed in the county.

- F-308** King County shall develop and adopt strategic energy management, efficiency and conservation programs in its own operations, including:
- a. Consolidated energy accounting of county facilities to establish baseline energy performance for the county, benchmarking of facilities against comparable best practices where possible, setting goals for facility efficiency improvements, and measuring and reporting progress toward county energy goals;
  - b. Energy efficiency audits of all significant county facilities and the creation of a prioritized action plan for reducing energy use at such facilities;
  - c. Energy management plans for energy-intensive or special-purpose county facilities such as wastewater treatment plants, correctional facilities and transit bases that focus on least-cost management and that include specific approaches for each facility's use, as well as the production and sale of energy where appropriate;
  - d. Mandatory energy efficiency and resource use guidelines for operation and maintenance of all county-occupied facilities, while recognizing the unique operating requirements of specialty facilities;
  - e. Programs to encourage employees to implement energy conserving measures at work; and
  - f. Incentives, including retaining a portion of energy cost savings, to county agencies and departments for achieving energy efficiency.
- F-309** King County should benchmark all applicable county buildings as a basis for measuring energy efficiency improvements.

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- F-310 King County should achieve LEED certification on all new county construction.**
- F-311 King County should purchase only certified energy efficient appliances and office equipment (such as ENERGY-STAR labeled equipment) where available and shall require consideration of energy efficiency in all procurement decisions as an element of determining the lowest price bids.**

Many energy efficiency, conservation and renewable energy projects have been deferred or not implemented due to lack of funds, despite their benefits and financial indicators. The value of energy projects are often at a disadvantage because they require capital outlay up-front to reduce operating costs over the project lifetime, and are rejected even though the projects could be effectively self-funding using standard discount rates on capital funds. One problem is that the capital and operating budgets are separate and competing parts of county finance, with laws separating their accounting. Investment in cost effective, energy saving projects can play a role in helping King County meet climate change mitigation and energy efficiency goals, while at the same time saving the county money. Using accepted life-cycle cost analyses and other methods, the county could develop credible criteria to evaluate energy projects and determine if the operations and maintenance cost savings over the life of an energy project's assets exceed the implementation costs. Standardized financing rules and mechanisms (such as 3<sup>rd</sup> party energy performance contracting or even "energy conservation bonds") for such qualified projects used in the budget process should greatly increase the likelihood of projects being funded.

- F-312 King County shall develop criteria to evaluate energy projects to determine if the operations and maintenance cost savings over the life of an energy project's assets exceed the implementation costs, taking into account alternative funding mechanisms available for energy efficiency and renewable energy projects.**
- F-313 Efficient energy consumption, conservation, the use of renewable technologies, and energy responsible land use decisions should be a priority in King County. King County promotes the maximum use of energy conservation and renewable energy resources now, while leaving options for increasing conservation and renewable technologies in the future.**
- F-314 To implement the Countywide Planning Policy of aggressive conservation and promotion of regional air quality, King County should:**
- a. Effectively enforce the energy code as part of the general permit process;**
  - b. Provide density incentives through the zoning code for energy-efficient developments;**
  - c. Continue to improve the fuel efficiency and emissions of the county-owned fleet of motor vehicles;**
  - d. Work with utilities to become a model of energy efficiency in facilities owned or operated by Metropolitan King County; and**

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- e. **Seek cost-effective ways to capture energy from county operations which other-wise would be lost, such as methane gas from landfills and sewage treatment.**

Methane released from sewage treatment plants and landfills is a potential source of energy. In addition, methane is a potent GHG. As a result, capturing methane from these facilities and putting it to a productive use provides a dual benefit.

**F-315 King County shall continue to explore and develop productive uses for and marketing of methane gas from its sewage treatment plants and landfills where appropriate.**

The moderate climate of the Puget Sound region provides an opportunity for significant use of solar energy. Relatively low heating and cooling needs in much of the county allow passive and active solar technologies to meet most of our heating and cooling budgets with proper building design. Similarly, our mild climate and available solar energy allows growing some food year round, potentially decreasing the use of fossil fuels for a portion of our citizens' food needs. This opportunity for local investments in passive and active solar design and in local food production can only be realized if building and neighborhood site design provides for solar orientation and through the development of regulations to protect solar access.

Although permit staff attempt to accommodate solar design, current regulations do not typically take into account solar orientation or solar access protection from development on neighboring properties. In addition, regulations, such as building height and building setback allowances, road access requirements, and protections for critical areas, stormwater, and native vegetation, may limit suitable locations for providing solar access. Requirements to create and maintain view corridors may or may not provide solar gain. In order to protect solar access, landowners or developers enter into voluntary solar easements. As an alternative, some municipalities have incorporated measures to protect solar access in their comprehensive plans and development regulations. King County should study these measures and implement best practices in this area in support of the county's larger sustainability goals.

**F-316 King County encourages:**

- a. **the use of solar energy;**
- b. **the siting of roads, lots, landscaping and buildings for improved solar orientation;**
- c. **the use of passive solar design and active solar technologies; and**
- d. **the protection of solar access.**

**F-317 King County should consider passive and active solar energy collection systems in all new facility designs and major rehabilitations. Solar electric generation systems interconnected with local utilities should be employed where cost-benefit analysis shows net benefits, considering emergency**

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## **power potential and capitalizing on utility net-metering and power production credit programs.**

Gas and electric utilities offer low-income energy assistance programs. All feasible actions to increase the availability of conservation measures to low-income residents should be pursued, such as public-private cooperation and combining existing rehabilitation efforts with installation of energy efficiency measures.

### **F-318 King County should expand the availability of energy efficiency measures to low-income residents.**

#### **King County Code**

##### Title 18 Energy Management

#### **18.04.010 Purpose**

The purpose of this title is to adopt and implement a comprehensive plan for the management of energy resources and their conservation in King County, to establish energy related criteria for County decisions, including but not limited to, land use planning and regulations, transportation, codes, County operations, facilities management and budgeting, and to establish a process for identifying and ensuring the consideration of energy impacts during the development of the annual capital improvement program. (Ord. 5770 § 101, 1981).

#### **18.08.010 Definitions: Appendix C**

Appendix C: glossary, of the "Energy Management Plan for King County", pp. C-1 to C-5 is adopted as part of the definitions of this title. (Ord. 5770 § 201, 1981).

#### **18.08.020 Definitions: Conservation:**

The care and protection of a resource from loss or waste. (Ord. 5770 § 201, 1981).

#### **18.08.030 Definitions: Energy:**

The ability to do work expressed in watts, British Thermal Units (BTU) per hour or calories per second. (Ord. 5770 § 201, 1981).

#### **18.08.040 Definitions: Energy Action Program:**

Implementation activities which will result in the achievement of one or more energy objectives. (Ord. 5770 § 201, 1981).

#### **18.08.050 Definitions: Goals:**

An articulation of values, formulated in light of identified issues and problems, toward the attainment of which policies and program decisions are directed. (Ord. 5770 § 201, 1981).

#### **18.08.060 Definitions: Objectives:**

Explicit statements of intended output. (Ord. 5770 § 201, 1981).

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## **18.08.070 Definitions: "Program":**

The King County Energy Management Plan as adopted or revised. (Ord. 5770 § 201, 1981).

## **18.12.010 Plan Adoption and Applicability**

The recommended goals and policies of the Energy Management Plan, attached to this Ordinance 5770 as Appendix A, is hereby redesignated as the "King County Energy Management Program", and is adopted as official policy of King County. (Ord. 5770 § 301, 1981).

## **18.12.020 Applicability - Land Use Management and Transportation**

The King County departments and agencies charged with land use and transportation responsibilities shall, to the extent feasible, consider the goals, policies and programs of the King County Energy Management Program when making land use and transportation decisions and recommendations. (Ord. 14199 § 225, 2001: Ord. 5770 § 302, 1981).

## **18.12.030 Applicability - Annual Operating and Capital Improvement Budget**

The goals and policies of the King County Energy Management Program shall be considered in the annual operating budget and in the planning and implementation of all King County capital improvement projects. (Ord. 5770 § 303, 1981).

## **18.12.040 Applicability - Codes.**

The goals and policies of the King County Energy Management Program shall be considered in the revision or addition of any King County Code. Up to date records of existing and future codes relating to energy will be maintained in the files of the Clerk of the Council, and cross-referenced within this title. (Ord. 5770 § 304, 1981).

## **18.16.010 Plan Amendment**

Amendments to the Energy Management Program shall consist of additions or revisions to the energy goals, policies and the energy action programs. (Ord. 5770 § 401, 1981).

## **18.20.010 Severability.**

If any provision of this title or its application to any person or circumstance is held to be invalid, the remainder of the Title or the application of the provision to other persons or circumstances is not affected. (Ord. 5770 § 502, 1981).

## **18.20.020 Effective Date.**

The effective date of this Title shall be April 1, 1982. (Ord. 5770 § 601, 1981).

## **King County Ordinances/Reports/Motions**

### **Executive Order; County Energy Policy and Task Force for Energy Efficiency, Conservation and Cost Savings (FES 9-2) - December 1998**

It establishes a County Energy Policy and Task Force to oversee implementation. The policy advocates using energy efficiently, reducing King County energy costs and benefiting environmental quality. The Task Force included representatives from DNR; Stadium; Transportation; DCFM and P&R. The direction included the following.

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- Provide support and education service to Executive, Council, and other County Departments a standing task force will be created. This task force will develop recommendations for reducing the County's energy costs; monitor energy markets trends, and implement the County's energy policy,
- Develop and maintain an inventory of County facilities' annual energy consumption, utility/fuel costs, and need for back-up power sources for critical services, reporting annually on energy utilization and identifying conservation/fuel switching or alternate supplier options for all County facilities,
- Recommend whether or not to enter into power rate negotiations with the present suppliers for major County energy users,
- Research new technologies for generating on-site power, providing back-up power, and for conserving energy at County facilities and in County operations,
- Determine the feasible uses of biogas/methane produced at County facilities, including conversion to natural gas, electricity, alcohol and ammonia from the Cedar Hills Landfill and the cost/benefits of developing those uses, and
- Perform an engineering evaluation for selected County facilities to determine future application and need for innovative technologies affecting power generation, gas scrubbing, and power reliability. Review work already performed at other County facilities to identify opportunities for new technology development, for reducing waste and for minimizing environmental impacts. Recommend energy efficient equipment and designs for County facilities, processes and operations.

## **Motion 11712 Energy Policy Direction – June 2003**

It established the first council adopted energy policy direction for leveraging the energy potential of King County's asset base and waste streams to increase revenues, reduce operating costs and capture untapped energy resources from the county's waste streams in an environmentally conscious manner. The policy direction included the following items:

- King County shall promote and expedite projects and operational initiatives at department of natural resources and parks facilities that leverage the energy potential of its asset base and waste streams to increase revenues, reduce operating costs and capture untapped energy resources from the county's waste streams in an environmentally responsible manner.
- King County shall proactively manage all county energy use, supply, and generation through involvement on a local, regional and national level with regulatory agencies, governments, utilities, trade allies and suppliers.
- King County's department of natural resources and parks shall adopt sustainable design and development as a guiding principle that both demonstrates and produces enduring benefits to the citizens of King County. Project design elements shall incorporate concepts that minimize long-term impacts to the environment. The Leadership in Energy and Environmental Design (LEED<sup>TM</sup>) Rating System shall be used to rate the performance of King County's buildings and guide project design. The LEED rating system components include: sustainable site design; water efficiency; energy and atmosphere; indoor environmental quality; and materials and resources. The department of natural resources and parks shall seek, at a minimum, a "certified" LEED rating for all capital related facility projects

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- The King County department of natural resources and parks should only pursue capital improvements and operational initiatives intended to implement the policies contained in this motion when it can be demonstrated that the project or operational initiative provides a net benefit to rate payers and/or county residents over the life of the project.

Executive Order; Renewable Energy and Related Economic Development (PUT 7-6 (AEO))- April 2006

It required that at least 50% of King County's total non-transit energy use come from renewable energy sources by the year 2012, that at least 35% of transit energy use come from efficiencies and renewable energy sources by the year 2015, and that at least 50% of transit energy use come from efficiencies and renewable energy sources by the year 2020. DNRP was directed to complete by January 2007 a King County Energy Plan in coordination with the Executive, the Department of Transportation, and the Facility Management Division of the Department of Executive Services. The Energy Plan would be updated every five years. DNRP was directed to monitor the county's overall compliance with the Order.

Motion 12362 Renewable Energy Use - October 2006

It related to the county's efforts to reduce greenhouse gas emissions directed that the Energy Plan be submitted to the council by February 2007. The Plan should include specific objectives and performance measures for minimizing greenhouse gas emissions, conserving energy, increasing renewable energy purchases and continuing development of renewable energy sources including cogeneration projects. The initial targets for renewable energy use were:

- At least 50% of King County's total non transit energy use shall come from or be offset by renewable energy sources by the year 2012;
- At least 35% of transit energy use shall come from efficiencies and renewable energy sources by the year 2015;
- At least 50% of transit energy use shall come from efficiencies and renewable energy sources by the year 2020; and
- the departments responsible for energy purchases are directed to make this transition on a schedule that considers costs, available funding and public benefit.

The county shall develop and monitor performance measures for use of renewable energy and report annually. (Additional targets were established for transportation and the use of alternatives fuels).

2007 Energy Plan

It was completed but never sent to the County Council. The plan included the following goals:

- Achieve a countywide 10% normalized net reduction in energy use by 2012,
- Utilize 50 % of King County non-transit energy from renewable sources by 2012, and
- For Transit, utilize 35% from renewable sources by 2015 and 50% by 2010.

# King County Real Property Asset Management Plan

The 2007 Energy Plan provided a breakdown of the county's energy use with specific reference to FMD buildings<sup>1</sup>.

## Appendix B: 2007 King County Energy Use Baseline

(Available in Excel spreadsheet format with additional detail)

Non - Renewable Energy Use										
2007 Totals w/o Renewables	Electrical MMBTU	Natural Gas MMBTU	Steam MMBTU	Propane MMBTU	Heating Oil MMBTU	Gasoline MMBTU	Diesel MMBTU	Jet Fuel MMBTU	2007 Non Renewable MMBTU	
<b>DRP</b>										
Parks & Recreation Division	18,760	24,983	0	0	519	0	0	0	44,258	
Solid Waste Division	25,463	0	0	0	2,292	4,392	135,913	0	169,058	
Water & Land Resources Division	5,303	8,775	0	0	0	0	0	0	12,578	
Wastewater Treatment Division	516,500	24,764	0	0	6,268	90	33,103	0	581,527	
DNRP Subtotal	557,415	58,523	0	0	6,881	2,784	169,013	0	826,792	
<b>DOT</b>										
Fleet Administration	77.6	1,400	0	0	0	155,168	40,690	0	198,036	
King County Airport	17,865	6,618	0	0	0	2,568	715	0	27,766	
Road Services	0	890	0	0	0	0	0	0	890	
Metro Transit	181,243	74,121	25	0	0	21,280	1,275,435	0	1,629,174	
DOT Subtotal	179,886	93,077	25	0	0	249,016	1,317,840	0	1,829,845	
<b>FMD</b>										
Adult & Juvenile Detention	80,881	45,954	44,530	0	0	0	0	0	172,165	
Community and Human Services	1,248	1,300	0	0	0	0	0	0	2,558	
Executive Services	2,573	3,359	0	0	0	0	0	0	5,941	
General Office Administration	59,269	3,793	3,128	0	0	0	0	0	66,190	
Judicial Administration	37,624	1,907	33,543	0	0	0	0	0	73,074	
DES Subtotal	175,493	57,231	81,202	0	0	0	0	0	313,926	
Public Health	8,830	3,518	0	0	0	6,589	0	0	18,937	
Sheriff's Office	7,257	4,826	0	0	0	6,720	448	2,000	21,241	
Subtotal	16,397	8,124	0	0	0	13,289	448	2,000	40,268	
<b>TOTAL</b>	<b>909,192</b>	<b>304,964</b>	<b>81,227</b>	<b>6,681</b>	<b>2,734</b>	<b>286,727</b>	<b>1,487,847</b>	<b>2,000</b>	<b>2,990,829</b>	
<b>Transit Use alone</b>	<b>161,243</b>	<b>74,121</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>21,280</b>	<b>1,276,435</b>	<b>0</b>	<b>1,629,174</b>	
<b>Everything BUT Transit</b>	<b>777,949</b>	<b>130,763</b>	<b>81,202</b>	<b>6,681</b>	<b>2,734</b>	<b>175,447</b>	<b>211,112</b>	<b>2,000</b>	<b>1,367,655</b>	

Renewable Energy, Total Energy and Percentages											
2007 Totals with Renewables and percent renewables	Renewable Electric Power MMBTU	Biogas (Digester and Landfill) MMBTU (4)	BioDiesel MMBTU	Total Renewable MMBTU	Total Energy Use Including Renewables	Percent Renewables	Normalization Basis	Normalization Units	2007 Normalized Total Energy Use	Normalized Energy Units	Percent of County Energy Use
<b>DRP</b>											
Parks & Recreation Division	0	0	0	0	44,258	0%	207,250 Sq-ft	195 Kbtu/sq-ft	1%		
Solid Waste Division	0	0	12,761	12,761	181,691	7%	1,010,429 Tons SW	89.0 Btu/c	5%		
Water & Land Resources Division	0	0	0	0	12,578	0%	23,000 Sq-ft	547 Kbtu/sq-ft*	0%		
Wastewater Treatment Division	0	106,502	2,613	109,114	780,142	26%	64,902 Million Gal	12 Btu/gal	23%		
DNRP Subtotal	0	106,502	15,373	121,875	1,015,998	21%	NA	NA	30%		
<b>DOT</b>											
Fleet Administration	0	0	8,125	8,125	206,161	4%	16,412,965 Vehicle-miles	11,198 Btu/mile	6%		
King County Airport	0	0	0	0	27,766	0%	451,751 Sq-ft	51 Kbtu/sq-ft	1%		
Road Services	0	0	33,193	33,193	34,062	97%	233,814 Sq-ft	146 Kbtu/sq-ft*	1%		
Metro Transit	0	0	204,897	204,897	1,808,071	11%	110,695,192 Riders	16,348 Btu/ride	52%		
DOT Subtotal	33,193	0	213,022	246,215	2,076,082	12%	NA	NA	60%		
<b>FMD</b>											
Adult & Juvenile Detention	0	0	0	0	172,165	0%	1,195,695 Sq-Ft	148 Kbtu/sq-ft	5%		
Community and Human Services	0	0	0	0	2,558	0%	68,478 Sq-Ft	39 Kbtu/sq-ft	0%		
Executive Services	0	0	0	0	5,941	0%	84,450 Sq-Ft	69 Kbtu/sq-ft	0%		
General Office Administration	0	0	0	0	60,190	0%	1,305,552 Sq-Ft	46 Kbtu/sq-ft	2%		
Judicial Administration	0	0	0	0	73,074	0%	667,635 Sq-Ft	109 Kbtu/sq-ft	2%		
DES Subtotal	0	0	0	0	313,926	0%	Sq-Ft	NA	9%		
Public Health	0	0	0	0	18,937	0%	130,309 Sq-Ft	145 Kbtu/sq-ft*	1%		
Sheriff's Office	0	0	0	0	21,241	0%	98,198 Sq-Ft	242 Kbtu/sq-ft*	1%		
Subtotal	0	0	0	0	40,268	0%	NA	NA	1%		
<b>TOTAL</b>	<b>33,193</b>	<b>106,502</b>	<b>28,396</b>	<b>458,090</b>	<b>3,448,010</b>	<b>13%</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>100%</b>	
<b>Transit Use alone</b>	<b>0</b>	<b>0</b>	<b>204,897</b>	<b>204,897</b>	<b>1,808,071</b>	<b>11%</b>				<b>52%</b>	
<b>Everything BUT Transit</b>	<b>33,193</b>	<b>106,502</b>	<b>23,499</b>	<b>253,193</b>	<b>1,640,947</b>	<b>15%</b>				<b>48%</b>	

Notes:

- 1 Gasoline totals for Fleets include personal vehicles used for County business.
- 2 Known account omissions exist, primarily in Parks and Roads, for electric utility data. These are relatively small scale and will be added when received from the utilities.
- 3 In some cases there may be multiple or different normalizations for different sites / energy supplies - add these disaggregations as needed, keeping as simple as practical
- 4 Biogas counted in this inventory is only that which is effectively employed to displace other 'non renewable' fuels
- 5 Biodiesel reported gallons are from CO2 reporting by Matt Kuharik, 05/2008
- 6 Energy content of biodiesel is assumed: 131,496 Btu/Gal Per Todd Ellis of Imperium Renewables 206.254.0207 (5/4/08)
- 7 \*\* Energy Intensity (EI) values for WLRD, Roads, Public Health and Sheriff's Office are problematic. Is soft the measure of service?. Consider alternate normalization

ENERGY PRIMARY USES	
In or Dominated by Buildings & Stationary Facilities	In Waste Handling & Treatment
In or Dominated by Rolling Stock Fuels	Mixed Facilities / Rolling Stock Energy

<sup>1</sup> British Thermal Unit (BTU), MBTU, MMBTU

A standard unit of measurement used to denote both the amount of heat energy in fuels and the ability of appliances and air conditioning systems to produce heating or cooling. A BTU is the amount of heat required to increase the temperature of a pint of water (which weighs exactly 16 ounces) by one degree Fahrenheit. Since BTUs are measurements of energy consumption, they can be converted directly to kilowatt-hours (3412 BTUs = 1 kWh) or joules (1 BTU = 1,055.06 joules). A wooden kitchen match produce approximately 1 BTU, and air conditioners for household use typically produce between 5,000 and 15,000 BTU.

MBTU stands for one million BTUs, which can also be expressed as one decatherm (10 therms). MBTU is occasionally used as a standard unit of measurement for natural gas and provides a convenient basis for comparing the energy content of various grades of natural gas and other fuels. One cubic foot of natural gas produces approximately 1,000 BTUs, so 1,000 cu.ft. of gas is comparable to 1 MBTU. MBTU is occasionally expressed as MMBTU, which is intended to represent a thousand thousand BTUs.

# King County Real Property Asset Management Plan

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## 2010 Energy Plan Related Efforts

### Ordinance 16769 County Lighting – March 2010

It requires County lighting purchases to meet or exceed the energy efficiency standards established in federal regulation to the maximum extent feasible. It also establishes lighting requirements for outdoor lighting on County facilities that are intended to reduce the unwanted effects of improperly directed outdoor lighting. The ordinance also requires the Executive to develop a lighting plan to reduce King County's use of inefficient lighting and the occurrence of evening light pollution.

- King County shall purchase the most cost-effective and energy-efficient lighting feasible and seek available financial incentives from appropriate entities, including but not limited to utilities.
- All lighting purchases for the county for which there is a federal efficiency standard established in 10 CFR Sec. 430.32 (2009) shall meet or exceed those energy efficiency standards to the maximum extent feasible. The department director or designee shall make the determination as to whether it is feasible to meet these standards. In making a determination concerning the feasibility of installing lighting that complies with the federal efficiency standards, the department director or designee shall consider: the life-cycle cost effectiveness of the lighting; the compatibility of the lighting with existing equipment; whether use of the lighting could result in interference with productivity or safety, and the aesthetics relating to the use of the lighting.
- Any new outdoor lighting installed on a county facility, that has output greater than one thousand eight hundred lumens must be fully shielded, except as exempted
- Beginning July 1, 2015, all replacement lighting with output greater than one thousand eight hundred lumens on county facilities must be fully shielded, except as exempted in subsection E. of this section.
- An action for reducing light pollution shall not be implemented if it is determined by the department director or designee that the action will reduce lighting deemed necessary for public safety. Further, the following lighting categories are exempted from this section:
- The executive shall develop a lighting plan to reduce King County's use of inefficient lighting and the occurrence of evening light pollution from county operations. The plan shall be incorporated into an update of the King County Energy Plan, required by Motion 12362. The lighting plan shall include at a minimum the following components:
  - An implementation plan to be submitted to the council by July 1, 2010 for the cost effective replacement of lighting in county facilities that do not meet federal energy efficiency standards established in 10 CFR Part 430 (2009). The implementation plan shall include guidelines for when noncompliant lighting should be replaced and address the proper disposal of spent lighting;
  - New procurement standards requiring the procurement of lighting, which at a minimum meet the new federal energy efficiency standards.
  - An analysis of a policy to establish mercury and lead content standards for all new lighting products purchased by King County; including a recommended

# King County Real Property Asset Management Plan

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- content standard and a financial analysis of the costs to the county of such a standard;
- An implementation plan to reduce the light pollution from outdoor lighting on county facilities that is that is misdirected, excessive or unnecessary, while maintaining the lighting essential for public safety.

## Ordinance 16921 Energy Savings Projects – August 2010

Five operating projects funded by grants and approved three capital projects.

*In 2009 King County was awarded \$6.1 million in grants through the Energy Efficiency and Conservation Block Grant (EECBG) program. Of this total, \$5.6 million was appropriated in late 2009. The remaining grant authority is divided among five projects, one of which was energy related. An **Energy Technical Professional Training Program** received funding as shown in the table below.*

<b>Table 1</b>			
<b>2010 and Planned 2011 Appropriation Requests for EECBG Projects</b>			
	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b>Energy Technical Professional Training Program</b> Place up to 5 trainees in King County workplaces and provide training on energy auditing, billing analysis, etc	\$32,29	\$80,48	\$112,78

All three capital projects were energy related.

The Harborview Medical Center Energy project with an estimate of \$677,331 supports energy projects including upgrading automated building control systems, chillers, air handling unit systems, and steam traps – all to be completed by 2011. The energy performance improvements are anticipated to yield annual energy savings of \$154,713. The energy performance will be guaranteed by McKinstry as long as the county opts to pay annual monitoring and verification fees (about \$7,900). The Facilities Management Division anticipates maintaining the guarantee for 3 years.

The Regional Justice Center Energy Project with an estimate of \$2.0 million combines a number of smaller existing mechanical and electrical projects at the RJC into a larger package of RJC projects, using the performance contracting delivery method. The new projects are referred to as Phase 2 and Phase 3. A net appropriation of \$986,000 was required as several existing projects were disappropriated. All work is to be done early 2011. The utility rebate from Puget Sound Energy is estimated at \$554,046 and annual energy savings are expected to be \$327,807.

Earlington Roof and HVAC project with an estimate of \$4.1 million provides for removal of the existing water source heat pumps inside the building and installation of rooftop units to provide HVAC for the building, as well as a new centralized control system. The existing non-insulated roof will be replaced with a new insulated roof. The project will be completed

# King County Real Property Asset Management Plan

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by August 2011. The annual energy savings of \$88,521 is based on the guaranteed performance improvements. The Executive anticipates paying the monitoring and verification fees (\$8,200) for one year, in which case the performance guarantee would extend for only one year. McKinstry estimates the county would receive a one-time energy rebate of \$200,000 from Puget Sound Energy.

## [Ordinance 16927 Energy Efficiency in Capital Improvement Projects – September 2010](#)

It established requirements for capital improvement projects involving powered equipment to ensure that the county is considering energy efficiency options, taking advantage of financial incentives available from utility companies and tracking the energy savings and rebates from those projects. The ordinance requires a written analysis before the completion of the project's design for all county capital improvement projects, including new construction, remodeling and energy-saving performance contracts and equipment retrofits and replacement that include at least two hundred fifty thousand dollars of costs for powered equipment; and for which reasonable alternatives appear to be available for reducing energy usage by at least ten percent below applicable building code requirements or reducing greenhouse gas emissions.

The written analysis must include: options to achieve a reduction in energy usage of at least ten percent below levels that would be achieved under applicable building code requirements; any reasonable options to achieve greenhouse gas emissions reductions; identification of all available financial incentives from utility companies or other parties for achieving a reduction in energy usage or greenhouse gas emissions; a financial analysis of the incremental project cost for achieving the reductions in energy usage based on a life-cycle cost analysis that calculates net present value of the incremental cost, net of any financial incentives from utilities or other outside sources, and the operational and utility savings for a period of not more than fifteen years, unless specifically justified by the attributes of the project; and a financial analysis of the incremental project cost for implementing any reasonable options for achieving the reductions in greenhouse gas emissions based on a life-cycle cost analysis that calculates net present value of the incremental cost, net of any financial incentives from utilities or other outside sources, and the operational and utility savings for a period of not more than fifteen years, unless specifically justified by the attributes of the project.

Written procedures outlining the methodology and process by which a project manager reports on the energy and greenhouse gas emissions reductions achieved as a result of the project and the annual monitoring of energy and greenhouse gas emissions reduction shall be transmitted by the executive to the council by January 1, 2011

## [Motion 13368 2010 King County Energy Plan](#)

(Energy Plan) builds on the county's past efforts, defining guiding principles, goals and strategies to increase the county's energy efficiency and use of renewable and greenhouse gas-neutral energy in the years ahead.

The Energy Plan reflects the proposed King County Strategic Plan's emphasis on improving the efficiency of county operations, reducing the county's environmental footprint,

# King County Real Property Asset Management Plan

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encouraging a growing and diverse King County economy, and empowering employees to identify improvements. Implementation of the Energy Plan is also critical to meeting the county's goals for reducing greenhouse gas emissions.

The 2010 Energy Report recognizes that the Transit Division is the largest King County user of energy, comprising 53 percent of total energy use, with diesel representing 43 percent of that amount. The next three largest energy users are Wastewater Treatment, Fleet, and Solid Waste Divisions. Approximately a quarter of the energy use comes from electricity

The near term goals are as follows:

1. Achieve a 10 percent normalized<sup>2</sup> net reduction in energy use in county buildings and facilities by 2012, and a 10 percent normalized net reduction in energy use by county vehicles by 2015.
2. Produce, use or procure renewable energy equal to 50 percent of total county energy requirements by 2012.
3. Maximize the cost-effective conversion of waste to energy.

The 2007 goal for overall reduction combined fleet and facilities. The goal was found unachievable as it assumed a high use of biodiesels by transit which has been determined as not feasible given the costs of biodiesel.

The county is on track to achieve a 10 percent reduction in energy use by 2012 in buildings and facilities. In the "rolling stock" sector, which includes transit and fleet vehicles, growth in transit service has resulted in an overall increase in Transit energy use. In general, such increases in public transportation energy usage are offset by community-level reductions in private vehicle energy usage, and so are considered beneficial. The county is actively working with the American Public Transportation Association to develop standardized energy efficiency goals for transit systems that more accurately capture the community-level energy efficiency benefits of increasing transit ridership.

With regard to the County's renewable energy goals, some divisions have made significant progress toward the goal of obtaining 50 percent of their energy from renewable resources by 2012. Both the Facilities Management Division (FMD) and Road Services Division (RSD) are currently purchasing "green power" (renewable electric power), in accordance with the 2007 Energy Plan goal. Road Services has purchased green power for all of its maintenance building facilities and outlying buildings in the Puget Sound Energy service area since 2007, while FMD has purchased green power for 44 percent of electric loads in the facilities that it operates since 2009.

The 2010 Energy Plan included the following statistics for 2009:

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<sup>2</sup> Normalization of energy use is common practice in conservation, to remove confounding factors in energy accounting and provide more meaning to the value of energy use. Essentially, energy normalization provides a measure of the energy use per unit of service value delivered (units of energy / units of service delivered). This function is typically unique to each organization or enterprise. The Energy Task Force will agree on appropriate normalization factors for various energy end uses and functions. Normalization is intended to reveal actual energy use reductions under varying conditions, but should not diminish or slow progress toward the goal of reducing net county energy use.

# King County Real Property Asset Management Plan

## King County 2010 Energy Plan

2009	Utility Manager Database					Renewable Energy					Utility Manager Database				
	Electric MWh	Natural Gas Therms	Steam MMBTU	Jet Fuel Gallons	Distillate Gallons	Electric MWh	Distillate Gallons	Jet Fuel MMBTU	Distillate MMBTU	Electric MWh	Natural Gas Therms	Steam MMBTU	Jet Fuel Gallons	Distillate Gallons	Yields
4	2,283,318	162,492	0	0	0	0	0	0	0	0	0	0	0	0	5884.32
4	8,558,355	0	0	0	3,341	0	0	0	0	0	0	0	0	0	5100.72
4	1,487,567	64,269	0	0	0	0	0	0	0	0	0	0	0	0	11,129
4	197,239,825	144,448	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	174,535,051	518,300	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	11,111,111	0	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	4,224,121	81,961	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	15,022,063	763,171	233	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	57,255,843	832,168	238	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	9,249,249	482,708	34,522	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	2,104,513	12,028	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	12,331,721	68,912	2,782	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	15,333,622	26,706	27,322	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	36,894,187	622,209	94,184	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	3,441,061	33,116	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	2,634,263	54,908	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	5,938,253	87,308	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	214,044,181	1,648,882	94,312	134,040	22,191	2,511,301	11,360,383	31,241	21,151,247	72,154	184,329	0	0	0	11,624,869
TOTAL	214,044,181	1,648,882	94,312	134,040	22,191	2,511,301	11,360,383	31,241	21,151,247	72,154	184,329	0	0	0	11,624,869

2009	Utility Manager Database					Renewable Energy					Utility Manager Database				
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4	2,283,318	162,492	0	0	0	0	0	0	0	0	0	0	0	0	5884.32
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4	1,487,567	64,269	0	0	0	0	0	0	0	0	0	0	0	0	11,129
4	197,239,825	144,448	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	174,535,051	518,300	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	11,111,111	0	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
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4	2,634,263	54,908	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
4	5,938,253	87,308	0	0	0	0	0	0	0	0	0	0	0	0	11,624,869
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The long-term energy and climate challenges facing the Pacific Northwest and King County are significant, requiring a shared vision that incorporates innovation, flexibility, and leadership. Reductions in fuel use in County operations and by the community as a whole are essential to meeting goals for reducing greenhouse-gas emissions. It is critical that long-term energy efficiency goals be informed by, and integrated with, both operational and community-level greenhouse-gas emissions-reduction targets.

#### Key Objectives of the 2010 Energy Plan

The 2010 Energy Plan focuses on the following key objectives for reducing energy use and greenhouse-gas emissions in King County. Strategies for achieving each objective are outlined later in this plan.

Objective One: Reduce energy use through continuous improvements in facility and equipment efficiency, procurement and construction practices, and resource conservation in County operations

- Strategy 1 Conduct and/or update efficiency audits of all major County buildings by 2012 and create a prioritized action plan for reducing energy use at each building or facility
- Strategy 2 Develop specific energy management plans for large, energy-intensive and/or special-purpose County facilities
- Strategy 3 Review and analyze other local government energy plans to ensure that King County is continuously aware of best practices in energy efficiency and greenhouse-gas reduction
- Strategy 4 Ensure that the design, construction, maintenance and operation of any capital project owned or financed by King County is consistent with the latest green building and sustainable design and construction practices
- Strategy 5 Pursue energy-efficient procurement strategies
- Strategy 6 Implement Ordinance 16927 for efficiency and greenhouse-gas reduction in CIP projects
- Strategy 7 Incorporate energy efficiency and resource-use guidelines into the Green Operations and Maintenance Guidelines, including “LEED for Existing Buildings” methods as appropriate
- Strategy 8 Reduce the use of inefficient lighting and prepare for product changes as a result of 2009 federal lighting standards .
- Strategy 9 Conduct a countywide campaign to encourage employees to adopt energy conservation measures at work
- Strategy 10 Maintain accurate records of energy use for the entire County’s operations to set baselines, benchmark energy use, inform actions, and measure County progress toward achieving targets in the Energy Plan
- Strategy 11 Annually assess and report greenhouse-gas emissions from all direct energy usage in County operations
- Strategy 12 Institutionalize regular reviews of energy usage, energy sources, and energy audits and use these to evaluate progress in meeting goals and to inform adjustments in operations
- Strategy 13 Integrate and streamline reporting requirements related to energy efficiency, green building, and greenhouse-gas emissions to maximize their value for

# King County Real Property Asset Management Plan

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evaluating performance, informing policy choices and capital investments, and providing useful information to the public

Objective Two: Increase transit use and provide transportation choices that reduce overall King County energy use and emissions while improving fleet efficiency

- Strategy 1 Reduce County energy use and direct emissions from vehicles through both the purchase of fuel-efficient vehicles and operational strategies
- Strategy 2 Increase and promote transit ridership
- Strategy 3 Provide transportation choices that reduce overall King County energy and emissions
- Strategy 4 Develop measures to comprehensively account for energy savings and emissions reductions associated with increased transit use by the community

Objective Three: Be a leader in early adoption and promotion of innovative technology for buildings and vehicles, with a focus on electric vehicles

- Strategy 1 Reduce the County's direct emissions from vehicles through the purchase of fuel-efficient vehicles, including electric vehicles
- Strategy 2 Collaborate with private industry, community groups, utilities and other agencies to build an electric vehicle network for use by the community
- Strategy 3 Pursue grants and loans for electrification or other innovative technologies for use in public fleets and buildings
- Strategy 4 Consider energy efficiency in trolley fleet replacement
- Strategy 5 Apply and encourage new and innovative technologies and renewable energy where practical to reduce energy use and impacts in County facilities and our communities
- Strategy 6 Develop applications for renewable energy in County facilities where practical and efficient and help to facilitate community development of renewable energy projects

Objective Four: Increase production and procurement of renewable energy and development of waste-to-energy applications

- Strategy 1 The County will continue to maximize opportunities for waste-to-energy projects at its major facilities such as its wastewater treatment plants and its landfill
- Strategy 2 The County will continue to research opportunities to apply renewable energy in the County's new construction, retrofit construction and stand-alone energy projects, and will seek to develop or support private developments of renewable energy applications where benefits exceed costs
- Strategy 3 The County will continue to research and develop environmentally acceptable and cost-effective ways for government, private industry and communities to further increase the energy generated from waste products where consistent with County energy and environmental strategies
- Strategy 4 County divisions will transition to purchasing renewable energy as funding becomes available
- Strategy 5 Support development of eco-industrial districts

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Objective Five: Pursue sustainable funding strategies for energy efficiency, renewable energy projects, waste-to-energy projects and greenhouse gas reduction efforts.

- Strategy 1 Aggressively pursue grant funding to supplement County funds for energy efficiency and/or greenhouse-gas emissions-reduction efforts
- Strategy 2 Reinvesting in sustainable energy and climate mitigation projects
- Strategy 3 Advocate for federal resources to support ongoing local investments in energy efficiency and green jobs.

**County Expert Staff:** Megan Smith, Environmental Policy Advisor, Executive Office; David Van Holde, Energy Manager, DNRP; John Willenbacher, Energy Manager, FMD

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## *King County's Green Building Initiative*

In accordance with the green building ordinance, the Solid Waste Division (SWD) of the Department of Natural Resources and Parks (DNRP) manages the Green Building Program. The ordinance requires county departments to incorporate green building elements in all construction projects. It establishes the Leadership in Energy and Environmental Design (LEED®) rating system as the guiding principle for meeting this goal. In cases where LEED certification may not be economically feasible or applicable for a project, such as open-air bus passenger shelters, restroom facilities, pump stations, and conveyance lines, county departments are encouraged to apply as many green building elements as feasible.

SWD coordinates the countywide Green Building Team, which provides a forum for exchanging information on green building practices among county agencies and assists in guiding green building practices at county facilities. Team members include representatives from the following agencies throughout the county:

- Executive Services, including the Facilities Management Division (FMD)
- Department of Transportation, including
  - Transit Division (Transit)
  - Road Services Division (Roads)
- DNRP, including
  - Wastewater Treatment Division (WTD)
  - SWD
  - Water and Land Resources Division (WLRD)
  - Parks Division (Parks)
- Department of Development and Environmental Services (DDES)

The Green Building Team is charged with helping countywide project teams achieve the maximum possible standards of green building on their projects. In addition, SWD's GreenTools program provides support to project teams through training and technical assistance. With this support, design teams can achieve the maximum possible standards of green building on their projects by encouraging practices that conserve resources, use recycled-content materials, maximize energy efficiency, and address other environmental and social considerations. These practices result in

# King County Real Property Asset Management Plan

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economic benefits, such as reduced operating costs; enhanced asset value; optimal building performance; and a healthier workplace for employees.

Background information

## King County Code

### K.C.C. Title 2 Administration Chapter 2.95 Green Building Practices for County Buildings

#### 2.95.005 Definitions (Expires December 31, 2013).

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- A. "Capital project" refers to a project with a scope that includes one or more of the following elements: acquisition of a site or acquisition of an existing structure, or both; program or site master planning; environmental analysis; design; construction; major equipment acquisition; reconstruction; demolition; or major alteration of a capital asset. A capital project shall include: a project program plan; scope; budget by task; and schedule.
- B. "County green building team" or "green building team" means a group that includes representatives from county agencies with capital project or building management staff including, but not limited to, the department of transportation, the department of natural resources and parks, the department of executive services, the department of development and environmental services, the department of public health and the historic preservation program in the office of business relations and economic development. The members represent staff with expertise in project management, construction management, architecture, landscape architecture, environmental planning, design, engineering, historic preservation and resource conservation, public health, building energy systems, building management, budget analysis and other skills as needed. The green building team provides assistance and helps to disseminate information to project managers in all county agencies.
- C. "Facility" means all or any portion of buildings, structures, infrastructure, sites, complexes, equipment, utilities and conveyance lines.
- D. "GreenTools program" means the support team located within the solid waste division of the department of natural resources and parks that provides green building technical assistance to county divisions, cities and the general public within King County.
- E. "Integrated design process" means an approach to project design that seeks to achieve high performance on a wide variety of well-defined environmental and social goals while staying within budgetary and scheduling constraints. It relies on a multidisciplinary and collaborative team whose members make decisions together based on a shared vision and a holistic understanding of the project. It is an iterative process that follows the design through the entire project life, from redesign through operation.
- F. "Leadership in Energy and Environmental Design" or "LEED" means a voluntary, consensus based national standard for developing high-performance, sustainable buildings. A LEED certification is available for: new construction and major renovation projects, which is LEED-NC; existing building operations, which is LEED-EB; commercial interior projects, which is LEED-CI; and core and shell projects, which is LEED-CS. LEED certifications that are in the pilot phase now include LEED for Homes and LEED for Neighborhood Development.

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- G. "LEED-eligible building" means a new construction project larger than five thousand gross square feet of occupied or conditioned space as defined in the Washington state energy code, which is chapter 51 11 WAC, or a major building remodel or renovation project.
- H. "Major remodel or renovation" means work that demolishes space down to the shell structure and rebuilds it with new interior walls, ceilings, floor coverings and systems, when the work affects more than twenty-five percent of a LEED-eligible building's square footage and the affected space is at least five thousand square feet or larger.
- I. "Minor remodel or renovation" means any type of remodel or renovation that does not qualify as a major remodel or renovation.
- J. "New construction" means a new building or structure.
- K. "Present value" means the value on a given date of a future payment or series of future payments, discounted to reflect the time value of money and other factors such as investment risk.
- L. "Retrocommissioning" is a detailed, systematic process for investigating an existing building's operations and identifying ways to improve performance. The primary focus is to identify operational improvements to obtain comfort and energy savings.
- M. "Sustainable development practices" means whole system approaches to the design, construction and operation of buildings and infrastructure that help to mitigate the negative environmental, economic, health and social impacts of construction, demolition, operation and renovation while maximizing the facilities' positive fiscal, environmental and functional contribution. Sustainable development practices recognize the relationship between natural and built environments and seek to minimize the use of energy, water and other natural resources while providing maximum benefits and contribution to service levels to the system and the connecting infrastructures. (King County 6-2010)
- N. "Sustainable infrastructures" means those infrastructures and facilities that are designed, constructed and operated to optimize fiscal, environmental and functional performance for the lifecycle of the facility. Sustainable performance of infrastructure shall be determined through an integrated assessment, one that accounts for fiscal, environmental and functional costs and benefits, over the life of the facility. (Ord. 16147 § 2, 2008).

## **2.95.015 Policy (Expires December 31, 2013).**

- A. The intent of this policy is to ensure that the design, construction, maintenance and operation of any King County-owned or financed capital project is consistent with the latest green building and sustainable development practices.
- B. This policy applies to all King County-owned or lease-to-own capital projects, excluding projects that have already completed thirty percent of the design phase at the time of ordinance adoption.
- C. All capital projects to which this chapter applies shall utilize relevant LEED criteria to implement sustainable development practices in planning, design, construction and operation as set forth in this chapter.
- D. All LEED-eligible new construction and major remodels and renovations shall be registered through the United States Green Building Council and should plan for and achieve a LEED Gold certification, as long as a Gold certification can be achieved with no incremental cost impact to the current expense fund over the life of the asset and an incremental cost impact of no more than two percent to other funds over the life of the asset, as compared to a project that is not seeking a LEED rating. At or before the project has reached thirty percent

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of the design phase, the project team shall conduct an analysis that determines the incremental costs for achieving a LEED Gold rating as compared to a building that is not seeking a LEED rating. The analysis shall include the up-front incremental construction costs, the up-front costs of registration and certification and the present value of operations and maintenance cost savings over the life of the asset. For the purposes of this analysis, operations and maintenance cost savings shall be comprised of projected costs the county will incur over the life of the asset. The costs included in this analysis shall be quantifiable, documented and verifiable by third-party review upon project completion and thereafter. At thirty percent of the design phase, the project team shall also provide a summary discussion of the LEED points that the project will achieve and the LEED points that are technically infeasible for the project to obtain. For projects achieving a LEED rating, the project team shall ensure that energy efficiency is given the highest priority. Project teams shall submit a completed LEED checklist, which documents which LEED points the project team expects to achieve, to the green building team, initially at the schematic or thirty percent design phase of the project and then at the completion of the project. If it is determined that costs are too high to achieve a LEED Gold rating, or that the project is unable to achieve that rating for technical reasons, projects shall achieve the highest rating possible with no incremental cost impact to the current expense fund over the life of the asset and an incremental cost impact of no more than two percent to other funds over the life of the asset as compared to a project not achieving a LEED rating. There may be extenuating circumstances for some LEED-eligible projects that make it cost prohibitive to achieve any level of LEED certification. These projects must submit a written summary to the director of the department managing the project for approval, documenting the reasons why the project is not getting a LEED certification.

- E. All capital projects, where the scope of the project or type of structure limits the ability to achieve LEED certification, shall incorporate cost-effective green building and sustainable development practices based on relevant LEED criteria and other applicable sustainable development goals and objectives. These projects shall use a project scorecard that is to be developed by the green building team, along with guidelines for using the scorecard. The project scorecard and guidelines will be developed by the green building team in conjunction with divisions that have capital project or building management staff and the GreenTools technical support team. The project scorecard and related guidelines for non-LEED projects shall be developed by January 1, 2009. Project teams shall submit a completed project scorecard to the green building team, initially at the schematic or thirty percent design phase of the project and then at the completion of the project. For small, related capital projects with construction costs of less than seven hundred and fifty thousand dollars each that are implemented as part of a program, the project scorecard and reporting requirements may be done for the program rather than for each individual small project.
- F. For those projects which only involve making either renewable energy improvements or energy efficiency improvements, or both, at or before the project has reached thirty percent of the design phase, the project team shall conduct an analysis that determines the incremental costs of making such improvements. The costs to be included in this analysis shall include the up-front incremental construction costs and the present value of the operations and maintenance cost savings over the life of the asset. For the purposes of this analysis, operations and maintenance cost savings shall be comprised of projected costs the county will incur over the life of the asset. The costs included in this analysis shall be

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quantifiable, documented and verifiable by third-party review upon project completion and thereafter.

- G. To help achieve a standard level of green building operations in existing buildings, the green building team, in coordination with divisions that have capital project or building management staff and the GreenTools technical support team, shall develop a set of both mandatory and recommended green building operational guidelines for divisions to incorporate into their facility operations procedures. The guidelines shall provide direction on the use of green practices in minor remodels and renovations, water and energy conservation, waste reduction and recycling expectations, green cleaning standards and retrocommissioning to improve a facility's operating performance. The guidelines shall be developed by January 1, 2009.
- H. No later than January 31 of each year, all divisions responsible for capital improvement projects or building management shall submit a report to the department of natural resources and parks, detailing the green building and sustainable development accomplishments for the previous year. The green building team shall develop a reporting form for this purpose and issue it to all divisions responsible for capital improvement projects or building management no later than January 1, 2009, to be used for the 2009 reporting year. Information to be submitted shall include, but not be limited to:
1. The total number of capital projects a division is responsible for; number of LEED projects and other sustainable development projects, such as historic restoration and adaptive reuse, and their status;
  2. The additional costs associated with achieving LEED certification;
  3. The total number of non-LEED projects that have completed a sustainable development scorecard;
  4. The green strategies employed;
  5. The operations and maintenance costs for all completed projects incorporating green building principles and practices and projects incorporating renewable energy or energy efficiency components, as well as the operations and maintenance costs that were projected before construction;
  6. The reductions in greenhouse gas emissions;
  7. The construction waste recycled; renewable resources used;
  8. The green materials used; and
  9. The fiscal performance of all projects incorporating green building principles and practices including an accounting of all project costs and benefits that can be quantified, documented and verified.
- I. The department of natural resources and parks shall compile an annual progress report of county projects using the information submitted by departments. Eleven copies of the annual progress report shall be filed with the clerk of the council by May 1 of each year, for distribution to all councilmembers.
- J. The green building team shall coordinate and share information about the use of sustainable development practices countywide and, with assistance from the GreenTools program, develop tools and training for project managers to implement this legislation. Its role includes:
1. Helping to assess regionally appropriate green building and sustainable development practices;

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2. Developing regionally appropriate building and infrastructure design standards and guidelines;
  3. Developing tools and procedures for assessing life-cycle fiscal, environmental and functional costs and benefits;
  4. Convening and facilitating sustainable development planning and charrette workshops;
  5. Evaluating performance of projects and facilities, including conducting post occupancy surveys, energy and water use audits and evaluating benefits realized; and
  6. Tracking and reporting progress on implementation of green building and sustainable development practices.
- K. Each division with capital project or building management staff shall designate one or more green building team member or members. The team member is expected to regularly attend meetings and actively participate in disseminating sustainable development practices information back to the respective division. Green building team members should also receive either specialized training or additional training, or both, in green building design and should be encouraged to achieve the LEED Accredited Professional designation, as appropriate.
- L. County capital improvement project managers that are currently managing or will manage projects that fit the criteria in subsections D. and E. of this section are responsible for attending appropriate LEED and sustainable development training and annual refresher courses. Trainings shall be coordinated by the green building team.
- M. The GreenTools program shall provide technical support for the county green building team and to cities and the general public in the county as appropriate, including, but not limited to, training on LEED and other green building and sustainable development technologies, research, project review, assisting with budget analysis and convening groups to develop strategies and policies relating to green buildings and sustainable infrastructures.
- N. The preservation, restoration and adaptive reuse of existing buildings is an important green building strategy because historic preservation is, in itself, sustainable development. As part of the county green building strategy, the county shall preserve and restore the historic landmarks and properties eligible for landmark designation that are owned by the county, except in cases where a certificate of appropriateness is granted by the King County landmarks commission. Projects involving designated landmarks or properties that are eligible for landmark designation shall seek to maximize green building strategies such as natural daylighting and passive ventilation. However, the King County landmarks commission or other applicable regulatory body may waive requirements of this section upon issuing findings that strict compliance with this chapter would adversely affect the historic character of the resource in question, or that there are no feasible alternatives for preservation. (Ord. 16147 § 3, 2008).

### **2.95.025 Support - management - grant requirements (Expires December 31, 2013)**

- A. The department of natural resources and parks shall continue the green building grant program established to provide incentives to the private sector, nonprofit organizations and suburban cities to adopt green building and sustainable development practices.
- B. Grant funding shall be supported by the solid waste division, the water and land resources division and the wastewater treatment division. Other county department and divisions may also participate in the grant program. Grant funding shall be identified annually, consistent with approved funding of each division's annual budget

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- C. Grant funds shall be managed by the GreenTools program in cooperation with the wastewater treatment and water and land resources divisions.
- D. Green building grant funding may go to residential or commercial projects that meet a discrete set of eligibility requirements, are in the service area of the division providing the grant funding and are selected in a competitive award process. Grant projects must provide educational opportunities to the public to increase the awareness and benefits of green building and sustainable development in King County. (Ord. 16147 § 4, 2008).

### **2.95.035 Lighting purchases - energy-efficient-outdoor light pollution reduction**

- A. King County shall purchase the most cost-effective and energy-efficient lighting feasible and seek available financial incentives from appropriate entities, including but not limited to utilities.
- B. All lighting purchases for the county for which there is a federal efficiency standard established in 10 CFR Sec. 430.32 (2009) shall meet or exceed those energy efficiency standards to the maximum extent feasible. The department director or designee shall make the determination as to whether it is feasible to meet these standards. In making a determination concerning the feasibility of installing lighting that complies with the federal efficiency standards, the department director or designee shall consider:
  - 1. The life-cycle cost effectiveness of the lighting
  - 2. The compatibility of the lighting with existing equipment;
  - 3. Whether use of the lighting could result in interference with productivity or safety, and
  - 4. The aesthetics relating to the use of the lighting.
- C. Any new outdoor lighting installed on a county facility, that has output greater than one thousand eight hundred lumens must be fully shielded, except as exempted in subsection E. of this section. For the purposes of this section, "fully shielded" means the outdoor lighting fixture is one in which all light rays are projected below a horizontal plane running through the lowest point on the fixture where light is emitted.
- D. Beginning July 1, 2015, all replacement lighting with output greater than one thousand eight hundred lumens on county facilities must be fully shielded, except as exempted in subsection E. of this section.
- E. An action for reducing light pollution shall not be implemented if it is determined by the department director or designee that the action will reduce lighting deemed necessary for public safety. Further, the following lighting categories are exempted from this section:
  - 1. Temporary lighting for construction projects;
  - 2. Temporary emergency lighting used by police, fire departments or other emergency services;
  - 3. Hazard warning lights required by federal law and regulatory agencies;
  - 4. Seasonal and decorative lighting displays that use multiple low wattage bulbs
  - 5. Navigation lights used for marine and aviation safety;
  - 6. Historical buildings that meet the requirements of RCW 19.27.120
  - 7. Road lighting if shielded lighting is in conflict with state or federal requirements;
  - 8. Ball field lights, but only if the department of natural resources and parks has taken steps to minimize glare and light trespass; and
  - 9. Exit signs, lighting for stairs and ramps. (Ord. 16769 1, 2010).  
(King County 6-2010)

# King County Real Property Asset Management Plan

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## King County 2008 Growth Management Act Chapter 8 Services Facilities and Utilities

### King County Ordinances/Reports/Motions

#### **Executive Order; County In-House Recycling Program (PUT 7-1 (AEO)) – June 1988**

It ensure compliance with the King County In-House Recycling program. "In-House Recycling program" is the program developed by the King County Public Works Department, Solid Waste Division, to encourage employee recycling.

#### **Executive Order; Green Building Initiative (FES 9-3 (AEP)) – October 2001**

It establishes Executive Policy to encourage and promote the use of green building practices in all buildings the County constructs, remodels, and renovates. The Initiative directs Offices and Departments to incorporate or support the use of LEED™ methods and techniques into construction of facilities; and establishes a Green Building Team to educate and guide Departments in green building practices

- It is the Executive's Policy to encourage and incorporate the use of green building practices in all new construction, remodels, and renovations.
- Green building practices should be incorporated when projects are in the planning and pre-design phase. Economic benefits realized by the County could include the reduction of operating costs, enhanced asset value, optimized building performance and a healthier workplace for employees.
- For all new construction, departments are required to apply LEED™ criteria in the pre-design and design phase of projects, and are encouraged to seek the highest LEED™ certification possible. The types of projects where LEED™ certification could apply include, but are not limited to, transfer stations, wastewater treatment facilities and pump stations, office buildings, maintenance facilities and recreational facilities.
- For all new projects where the scope of the project or type of structure limits the ability to achieve LEED™ certification, such as bus shelters, restroom facilities or conveyance lines, departments are encouraged to incorporate green building practices whenever possible using LEED™ criteria as a guideline for incorporating such practices.
- For all remodels and renovations, departments are encouraged to incorporate green building practices whenever possible and to use the LEED™ criteria as a guideline for incorporating such practices.
- To provide support and education services to Offices and Departments, a Green Building Team will be created. The Green Building Team will serve as the technical resource on implementation of the Green Building Initiative. The Green Building Team will consist of staff with expertise in project management, architecture, landscape architecture, design, engineering, resource conservation, and budget analysis from the following departments: Natural Resources and Parks, Transportation, Development and Environmental Services, Finance, Construction and Facilities Management and Budget Office. DNRP was assigned to lead the Green Building Team.

#### **Ordinance 15118 Green Building Practices – February 2008**

It establishes a Green Building policy for all King County buildings, renovations, and remodel projects. The ordinance directs offices and departments to incorporate the use of LEED<sup>3</sup>

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<sup>3</sup> LEED™ is a registered trademark of the US Green Building Council

# King County Real Property Asset Management Plan

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(Leadership in Energy and Environmental Design) methods and techniques into construction of facilities and to seek the highest LEED certification possible. The policies established are as follows:

- King County departments and offices shall utilize LEED criteria to implement green building practices in the planning, design and construction of all new King County capital improvement projects as set forth herein.
- King County departments and offices shall seek the highest LEED certification level achievable that is cost-effective based on life cycle cost analysis and the limits of available funding. Projects qualifying for LEED certification shall be registered through the U.S. Green Building Council.
- For all new projects where the scope of the project or type of structure limits the ability to achieve LEED certification, departments and offices shall incorporate cost-effective green building practices based on life cycle cost analysis and the limits of available funding.
- For all remodels and renovations with budgets over two hundred fifty thousand dollars, departments and offices shall seek the highest LEED certification level achievable that is cost-effective based on life cycle cost analysis and the limits of available funding.
- Departments and offices shall submit regular reports to the department of natural resources and parks to provide an update on the status of the LEED checklist accomplishments for registered projects.
- The department of natural resources and parks shall coordinate with other departments to develop and implement green building practices in King County and provide support for their participation. Departments shall designate staff with expertise in project management, architecture, landscape architecture, design, engineering, resource conservation, budget analysis and other skills as needed, to assist the department of natural resources and parks.
- The department of natural resources and parks shall provide technical support for the green building program as appropriate, including, but not limited to, training on LEED and other green building technologies, research, project review, assisting with budget analysis and convening groups to develop strategies and policies relating to green buildings.
- The department of natural resources and parks shall maintain and monitor a list of county projects that are working to incorporate LEED criteria, compile an annual progress report of LEED projects, and provide recommendations for improvement

## Ordinance 16147 Green Building Policy – June 2008

It expands on policies established in Ordinance 15118 (February 2005), which was originally set to expire on January 1, 2008. The policies include the following:

- All eligible new construction and major remodel and renovation projects would be required to achieve the LEED Gold certification as long as there is no cost impact to the current expense fund to achieve Gold, and a cost impact of no more than 2% to other funds.
- At 30% design, analysis that identifies the up-front incremental construction costs, costs of LEED registration and certification, and the present value of O&M cost savings over the life of the asset – verifiable by third-party review.
- Applicability is clarified to cover all King County-owned and county-financed projects, including projects using alternative financing.
- All capital projects that are not eligible or are limited in their ability to achieve LEED certification (e.g., infrastructure projects) will incorporate cost-effective green building and sustainable development practices using a county-developed “scorecard” or checklist. Scorecard to be developed by 1/1/2009.

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- Lifecycle cost assessments are required and may be used to justify requests to the Executive for additional budget expenditures to cover higher up-front costs if long-term benefits are identified. Long-term benefits may include lower operations and maintenance costs.
- Mandatory and recommended green building operational guidelines to be developed by 1/1/2009
- Divisions must conduct an energy audit of existing buildings and prioritize improvements that can be made to achieve a ten percent reduction in energy consumption by 2012. Division annual energy report to DNRP by 1/31; DNRP to county by 5/1 annually

## 2010 Green Building Initiative Efforts

### 2009 Green Building Annual Report – April 2010

It was transmitted to the King County Council in April 2010. As directed in King County Ordinance 16147, *Green Building and Sustainable Development*, the 2009 annual report highlights the accomplishments of the King County Green Building Program including:

- 18 LEED projects in process or completed,
- 30 projects and programs with green features reported,
- 5 LEED grants and 10 Built Green incentives awarded in 2009.

This program supports King County's commitment to minimize the environmental impacts of county sites, facilities, and structures in all phases – from design, construction, operation, renovation, and maintenance to deconstruction. The annual report is due to council by May 1, 2010.

In 2009, the countywide Green Building Team focused on developing the tools that were required in the 2008 ordinance. These included a Sustainable Infrastructure Scorecard (Scorecard) and Guidelines and the Green Operations and Maintenance Guidelines. The Team worked collaboratively to develop the Scorecard that will be used by county agencies to document green building strategies used in capital projects. The scorecard is designed to be flexible so that it can be adapted for use by a variety of project types. Guidelines that provide information about the scorecard were also compiled.

In addition, the Team drafted the Green Operations and Maintenance Guidelines that provide a blueprint for divisions to use when developing operations and maintenance plans that are designed to help existing buildings be operated and maintained with an eye towards resource conservation, using no or lower toxicity materials, and improved waste reduction and recycling.

### Sustainable Infrastructure Scorecard and Guidelines – April 2010

It provides guidance to King County Divisions to meet the requirements of the Green Building and Sustainable Development Ordinance. It provides general guidance for all capital projects, as well as specific guidelines for non-LEED capital projects, including how to use a scorecard developed by the King County Green Team to track implementation of sustainable development practices for these projects, and specific guidance on achieving each of the actions included in the scorecard. (See page 38.)

This document is not intended to replace green building scorecards developed or under development by individual Divisions to assist Division Project Managers in assessing sustainable

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development practices integrated into capital projects. In fact, those scorecards will be helpful in providing specifics for the summaries required by the ordinance. For that reason, the appendices of this document include the referenced scorecards.

**County Expert Staff:** John Willenbacher, Energy Manager, FMD

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# King County Real Property Asset Management Plan



## Sustainable Infrastructure Scorecard

### To determine the score for the project:

1. Determine which credits are outside the scope of the project type and mark it "Not Applicable" (N/A). These credits are not counted in the total points.
2. Go through the remaining credits and determine which ones the project will be pursuing and mark those as "Yes" (Y). All remaining credits are a "No" (N).
3. To determine the rating, divide the number of Y credits by the total possible credits for the project type (Y + N credits).

The resulting percent will correspond to a rating.

The project ratings are based on the following:

75% or above = platinum, 57% or above = gold, 48% or above = silver, and 38% or above = bronze

Required			
Y	N/A		
		Prerequisite 1	Hold an eco-charrette or similar meeting
		Prerequisite 2	Use Life Cycle Cost Assessment
		Prerequisite 3	Account and mitigate for greenhouse gas emissions
		Prerequisite 4	Implement erosion and sedimentation control best management practices
		Prerequisite 5	Reduce energy use by at least 10% over local code
		Prerequisite 6	Install water saving fixtures
		Prerequisite 7	Implement Green Operations and Maintenance program, including a green cleaning program
Planning and Designing for Sustainable Development			
Y	N	N/A	Possible Points
			8
		PD credit 1.0	Use an integrative design process
		PD credit 2.0	Use "green" contract language and specifications
		PD credit 3.0	Develop on brownfield sites
		PD credit 4.0	Plan and design for alternative transportation
		PD credit 5.0	Plan and design for long-term maintenance
		PD credit 6.0	Design for Disassembly
		PD credit 7.0	Plan, design, and build with pre-fabricated elements
		PD credit 8.0	Plan for efficient construction delivery and staging
Construction Best Management			
Y	N	N/A	Possible Points
			7
		CM credit 1.1	Recycle construction and demolition materials : 50% diverted
		CM credit 1.2	Recycle construction and demolition materials : 75% diverted
		CM credit 1.3	Recycle construction and demolition materials :95% diverted
		CM credit 2.0	Use on-site materials in construction
		CM credit 3.0	Use alternative fuels in construction equipment
		CM credit 4.0	Implement indoor air quality construction management plan
		CM credit 5.0	Reduce water use for cleaning and dust control

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## Sustainable Infrastructure Scorecard

Preserve and Maintain Natural Site Amenities			
Y	N	N/A	Possible Points
			<b>8</b>
			SA credit 1.0 Minimize development footprint 1
			SA credit 2.0 Preserve existing native vegetation 1
			SA credit 3.0 Retain or create open space and corridors 1
			SA credit 4.0 Reuse native soils on-site 1
			SA credit 5.0 Use light-colored exterior surface treatments - roof and non-roof 1
			SA credit 6.0 Integrate vegetated roofs and green areas 1
			SA credit 7.0 Design lighting for reduced light pollution 1
			SA credit 8.0 Design natural acoustic buffers 1
Social Benefits			
Y	N	N/A	Possible Points
			<b>2</b>
			SB credit 1.0 Create public amenity 1
			SB credit 2.0 Meet Division-specific social equity goal 1
Reduce Energy Use and Promote the Use of Renewable Energy			
Y	N	N/A	Possible Points
			<b>8</b>
			EN credit 1.0 Install photocells and motion-sensitive switches where appropriate 1
			EN credit 2.1 Reduce energy use: 20% reduced 1
			EN credit 2.2 Reduce energy use: 30% reduced 1
			EN credit 2.3 Reduce energy use: 40% reduced 1
			EN credit 2.4 Reduce energy use: 50%reduced 1
			EN credit 3.0 Install on-site renewable energy 1
			EN credit 4.0 Purchase Green Power for two years for 100% of energy needs 1
			EN credit 5.0 Commissioning 1
Water Management			
Y	N	N/A	Possible Points
			<b>6</b>
			WM credit 1.1 Treat 50% stormwater through LID techniques 1
			WM credit 1.2 Treat 75% stormwater through LID techniques 1
			WM credit 1.3 Treat 100% stormwater through LID techniques 1
			WM credit 2.0 Install high efficiency irrigation systems 1
			WM credit 3.0 Install rainwatercollection system 1
			WM credit 4.0 Plant drought resistant native species to eliminate need for irrigation 1

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## Sustainable Infrastructure Scorecard

Use of Sustainable Materials			
Y	N	N/A	Possible Points
			<b>10</b>
			SM credit 1.0 <b>Use low-emitting materials, 100% of adhesives &amp; sealants used</b> 1
			SM credit 2.0 <b>Use low-emitting materials, 100% of paints used</b> 1
			SM credit 3.1 <b>10% materials sourced from within 500 miles</b> 1
			SM credit 3.2 <b>Heavy materials sourced from within 500 miles</b> 1
			SM credit 3.3 <b>Plants sourced within 250 miles</b> 1
			SM Credit 4.0 <b>Use high recycled-content materials</b> 1
			SM credit 5.0 <b>Use FSC certified sustainable wood</b> 1
			SM credit 6.0 <b>Use renewable materials</b> 1
			SM credit 7.0 <b>Use cement substitutes</b> 1
			SM credit 8.0 <b>Reuse salvaged materials</b> 1
Enhanced Performance			
Y	N	N/A	Possible Points
			<b>6</b>
			EP credit 1.1 <b>Performance Reporting of Prerequisite 5</b> 1
			EP credit 1.2 <b>Performance Reporting of Prerequisite 6</b> 1
			EP credit 1.3 <b>Performance Reporting of Prerequisite 7</b> 1
			EP credit 1.4 <b>Performance Reporting of Any Credit</b> 1
			EP credit 2.0 <b>Submit Supporting Documentation</b> 1
			EP credit 3.0 <b>LEED Accredited Professional</b> 1
			Total points possible for project : _____ (Platinum 75%, Gold 57%, Silver 48%, Bronze 38%)

# King County Real Property Asset Management Plan

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## King County's Climate Change Program

### Background Information

In 1988, King County Council members Bruce Laing and Ron Sims proposed an ordinance to establish a county office of global warming. Sims and others followed this ambitious though ultimately unsuccessful effort with a number of initiatives that have helped King County reduce greenhouse gas emissions and prepare for climate change impacts.

### King County 2008 Growth Management Act Chapter 8 Services Facilities and Utilities Chapter III Energy & Telecommunications; Section A1 & 2

#### Executive Order; Clean Air Initiative (PHL 10-1) – January 2002

It directed DNRP to conduct an inventory of greenhouse gas emissions from King County operations. Based on the inventory results, with the assistance of the Green Building Team, the Air Quality Steering Committee will develop an action plan.

#### Motion 11364 Cities for Climate Protection Campaign - January 2002

It approved participation in the Cities for Climate Protection Campaign; supporting the executive's development of an inventory of emissions by October 2002 and of an action plan to reduce emissions of greenhouse gases and targeted air pollutants from King County operations.

#### 2003 King County Inventory of Air Emissions

It consisted of two parts: the government inventory and the geographic inventory. The government inventory indexes emissions caused by the operations of King County government, such as transit service, waste handling and processing, and county employee commuting. The geographic inventory compiles all emissions within the geographic boundaries of King County, regardless of the responsible party

The 2003 government inventory tabulates 420,031 metric tons of greenhouse gases, 1,496,410 kilograms of nitrogen oxides, 546,607 kg of VOCs and 115,794 kg of particulate matter, as documented in Table 2. Overview of the 2003 government inventory

	<b>GHGs MGO s</b>	<b>NO 2 kg</b>	<b>VOCs kg</b>	<b>PM 10 kg</b>
<b>Scope 1 - direct emissions:</b>				
Buildings	10,336	14,044	770	433
Vehicle Fleet	125,603	838,601	108,307	34,708
Wastewater	18,593	197,197	49,717	2,503
Solid Waste	163,783	217,467	10,633	2,945
Other	3,615	642	286,399	2,234
Scope 1 totals	321,931	1,267,951	455,826	42,823
<b>Scope 2 - electricity &amp; steam</b>				
Buildings	15,897	22,173	260	16,512
Vehicle Fleet	751	375	29	226

## King County Real Property Asset Management Plan

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Streetlights	2,074	3,233	26	2,435
Wastewater/Solid Waste	38,936	57,400	564	42,991
Other	5,998	8,771	89	6,564
Scope 2 totals	63,656	91,952	968	68,728
<b>Scope 3 - other emissions</b>				
Employee Commute	30,586	111,142	85,038	3,188
Other	3,859	25,365	4,775	1,055
Scope 3 totals	34,445	136,507	89,813	4,243
<b>Total emissions</b>	<b>420,031</b>	<b>1,496,410</b>	<b>546,607</b>	<b>115,794</b>

The county's government GHG inventory accounted for only 1.6% of the geographic GHG inventory.

### [Executive Order; Global Warming Preparedness \(PUT 7-5 \(AEO\)\) – March 2006](#)

It requires and empowers King County Departments to employ increasingly aggressive strategies to mitigate regional contribution to global warming, including setting a goal of increasing the amount of biodiesel used in all County diesel vehicles by 20%.

### [Executive Order; Environmental Management Strategies for Global Warming Preparedness \(PUT 7-7 \(AEO\)\) – April 2006](#)

It requires that King County Departments employ innovative environmental management as a means for the region to mitigate and adapt to global warming.

### [Executive Order; Land Use Strategies for Global Warming Preparedness \(PUT 7-8 \(AEO\)\)– April 2006](#)

It requires that King County Departments employ coordinated strategies of land use to mitigate and adapt to global warming.

### [Ordinance 15556 Chicago Climate Exchange – July 2006](#)

It approve membership in the Chicago Climate Exchange and directing the county to use its influence as a CCX member to develop an accounting methodology for emissions trading that recognizes the emissions reduction value of regional transit and certain practices for landfill management, land use, farming and forestry.

### [Motion 12362 Greenhouse Gas Emissions – October 2006](#)

It relates to county efforts to reduce greenhouse gas emissions, mitigate their impacts and prepare for climate change. The motion contained a comprehensive list of commitments, work products and practices regarding collaboration with other counties on climate change, land use management, environmental management, transportation and use of alternative fuels. The following commitments were made:

- A King County Climate Change Mitigation and Preparedness Plan was due to the Council by February 1, 2007 with annual reporting thereafter;
- The county would reduce greenhouse gas emissions by six percent below 2000 levels by 2010; Develop energy plan by February 1, 2007 with annual reports thereafter with objectives and performance measures for minimizing greenhouse gas emissions, conserving

# King County Real Property Asset Management Plan

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energy, increasing renewable energy, and continuing development of renewable energy projects, including cogeneration projects;

- Initial targets for renewable energy use, subject to cost, available funding, and public benefit:
  - At least fifty percent of the King County's total non-transit energy use shall come from renewable energy sources by the year 2012;
  - At least thirty-five percent of transit energy use shall come from efficiencies and renewable energy sources by the year 2015; and
  - At least fifty percent of transit energy use shall come from efficiencies and renewable energy sources by the year 2020.

## Executive Order; Participation in the Cool Counties Program (PUT 7-9 (AEO))– July 2007

It requires King County Departments' implementation of an action plan to reduce greenhouse gas emissions and prepare for projected regional effects of climate change. It directed that work continue to update an inventory of our county government (operational) greenhouse gas emissions; work with local, state, and federal governments and other leaders to reduce county geographical greenhouse gas emissions to 80% below current levels by 2050.

## Executive Order; Evaluation of Climate Change Impacts through the State Environmental Policy Act (PUT 7-10 (AEO))– October 2007

It requires that climate impacts, including but not limited to those pertaining to greenhouse gasses, be appropriately identified and evaluated when such departments are acting as the lead agency in reviewing the environmental impacts of private or public proposals pursuant to the State Environmental Policy Act

## 2010 Climate Change Effort

### 2009 Climate Report – Council Transmittal February 2010

Arguably the single most pervasive environmental challenge that King County faces now and into the future is global climate change. As greenhouse gas (GHG) emissions cause local and global temperatures to rise, two of the primary anticipated effects are increases amount of precipitation falling as rain and simultaneous decreases in annual snow pack. These two impacts alone have the potential to dramatically impact ecosystems, agriculture, economy, biodiversity, and public health and safety in myriad and interrelated ways. Sustaining quality of life and our environment will require a significant commitment on the part of King County to both reducing GHG emissions and adapting to the climate change impacts in an ever-changing and increasingly dynamic landscape.

King County's the overarching mitigation goal to reduce greenhouse gas emissions in the region 80% below 2007 levels by 2050. The primary adaptation goals include incorporating climate change considerations into county plans, programs and projects, and collaborating with others to raise awareness about climate change impacts.

In 2008, county operations emitted 172,700 metric tons of carbon dioxide-the equivalent of the annual emissions of approximately 33,000 passenger vehicles or the energy use of 15,400 average homes.

The county's operational emissions in 2008 were 1.3 percent above the 2000 baseline emissions. This compares to emissions in 2007 that were 5.7 percent below the 2000 baseline. The increased emissions between 2007 and 2008 resulted largely from the county's decreased use of biodiesel-primarily because of cost considerations. It is important to note that the slight increase in emissions

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# King County Real Property Asset Management Plan

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took place over an eight-year period when many county services expanded significantly. These include transit service, the primary source of the county's direct greenhouse gas emissions.

## **1. 2010 Leadership**

### **Collaboration**

- Work with the Puget Sound New Energy Solutions consortium to develop a Puget Sound Regional Council proposal for funding from the new federal Sustainable Communities Initiative, and to coordinate regional deployment of electric vehicle infrastructure.

### **Outreach and education**

- Launch Local Eyes on Sustainability, an interactive Web portal and social media program that will guide and reward individual and household practices that reduce greenhouse gas emissions and conserve energy while saving money and improving health. A suite of interactive resources will engage residents in a learning experience that uses geographic information and calculators to show the benefits of behavior changes, and that acknowledges and rewards positive behavior changes.
- Continue the Solid Waste Division's GreenTools, recycling, composting, and compact fluorescent light bulb "take it back" campaigns.
- Continue the Department of Transportation's Commute Trip Reduction program.
- When entering into contracts, incorporate provisions that foster reductions in greenhouse gas emissions.

### **Advocacy**

At the state level:

- Continue to be a strong local-government voice as regional, state and federal climate response legislation is crafted.
- Work to protect the Citizen's Clean Energy Initiative (1-937).
- Support energy efficiency financing legislation that will allow municipalities to provide upfront financing for energy efficiency projects in homes and businesses.
- Work to ensure that state legislation related to mandatory reporting of greenhouse gas emissions is updated to be consistent with recent Environmental Protection Agency rules.
- Continue playing an active role in ensuring that the state's biodiversity indicators are sensitive to the influence of climate change impacts.

At the national level:

- Continue to be an active participant in Climate Communities. This national coalition of cities and counties is educating federal policymakers about the essential role of local governments in addressing climate change, and is promoting a strong local-federal partnership to reduce greenhouse gas emissions.
- Continue to be engaged in development of the ICLEI-Local Governments for Sustainability STAR Community Rating System, which promotes development of communities that produce less emissions and are equitable and resilient.

## **2. 2010 Mitigation: Reducing and Sequestering Greenhouse Gas Emissions**

### **Clean mobility**

- Using funds awarded by the U.S. Department of Energy to launch electric vehicle technology, purchase as many as 74 all-electric sedans for county vanpool and

# King County Real Property Asset Management Plan

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motorpool programs.

- Collaborate with Seattle, Bellevue, PSRC and the state to plan the location of more than 2,000 electric vehicle charging stations to be installed in 2010 and 2011.
- Expand the clean electric trolley network by extending Route 36.
- Replace 93 old 40-foot buses with new hybrid diesel-electric vehicles that are 30 percent more efficient
- Work on technology and infrastructure solutions that improve vehicle flow and reduce vehicle emissions
- Pursue initiatives to construct sustainable transportation hubs that combine major transit hubs, electric vehicles, and mixed-use, energy-efficient buildings.
- Continue implementing major elements of Transit Now, such as RapidRide bus rapid transit.

Because Metro's revenues have declined steeply as a result of the economic downturn, Metro has been forced to defer some planned expansion of bus service and may make some service reductions.

## **Waste-to-resources and waste-to-energy**

- Investigate the possibility of re-purposing biogas at the South Plant wastewater treatment facility.
- Begin construction of a biogas- fueled power plant at the West Point wastewater treatment facility. Renewable electricity sales will partially finance construction of this project, which will greatly reduce waste at the plant while creating a new source of renewable energy.
  - Continue negotiating with Puget Sound Energy to monetize the value of the environmental benefits associated with the Cedar Hills landfill renewable biogas project, which came online in 2009.

## **Energy and resource efficiency**

- Use more than \$3 million in federal stimulus funding (from the Energy Efficiency and Conservation Block Grant Program) for energy efficiency projects. These include upgrades to the Maleng Regional Justice Center and the Black River building, as well as energy efficiency components of affordable housing projects, including the YWCA family village in Issaquah.
- Consider issuing a bond to fund additional energy efficiency projects through the new federal Qualified Energy Conservation Bond program. This effort could fund up to \$12 million in projects to occur over the next few years. The county would likely structure many of these projects as "performance contracting" projects, meaning that energy and cost savings would be contractually guaranteed by the project developer, guaranteeing that the bond would be repaid.
- Continue to migrate from paper to electronic business processes in county work groups and with customer. Processes include the Accountable Business Transformation program (ABT), which automates workflow for authorizations, record-keeping, and process tracking; Neogov, the online hiring system; and green office practices such as electronic communications and default double-sided printing.

## **3. 2010 Adaptation: Preparing for the Impacts of Climate Change**

### **Built environment**

- Work on an asset inventory detailing which infrastructure assets should be included

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in adaptation planning, as well as an assessment of climate change impacts.

- Share the Wastewater Treatment Division's sea-rise modeling research, tools and lessons learned with other county divisions to help them assess impacts on assets such as the regional trail network and seawalls.

## **Natural environment**

- Launch a program supported by the U.S. Forest Service, "Urban and Community Forestry Climate Preparedness and Response," which will educate and provide incentives for landowners to manage their land to minimize emissions and improve natural system resiliency to climate change impacts.
- Extend a partnership between King County Parks, the U.S. Forest Service and EarthCorps to train youth in sustainable land management practices.

## **Human health**

- In 2010, King County Public Health will strengthen partnerships with other agencies and departments to conduct mitigation and adaptation work. The division also will work with scientific researchers to better understand projected climate change impacts and developed education materials for policy makers and the public. Public Health also will support the state-led development of "Washington's Approach to an Integrated Climate Change Strategy" by actively participating in the Human Health and Security topic advisory committee.

## **4. 2010 Assessment**

In 2010, the county will assess its climate response efforts with the goal of improving their efficiency, transparency, accountability and effectiveness.

The county will again track and report its direct annual operational energy and greenhouse gas emissions to the Chicago Climate Exchange; the data will be audited by the Financial Industry Regulatory Authority. This emissions report is the primary way the county tracks progress towards its operational energy and greenhouse gas mitigation targets.

The State of Washington and federal Environmental Protection Agency will begin phasing in new greenhouse gas emissions reporting requirements in 2010. The county will be required to submit annual emissions reports for the Cedar Hills landfill as well as several closed landfills.

The most important next step related to assessment in 2010 will be completion of a King County community greenhouse gas emissions inventory that will estimate emissions in two ways: (1) using a geographic protocol following the City of Seattle's community emissions methodology and (2) using a consumption-based method that will account for upstream emissions associated with goods and services consumed by county residents and businesses. This inventory will inform future regional efforts to achieve climate pollution reduction targets. It will directly explore how the information collected through the analyses can be translated into a policy framework that can drive local climate response decision making and program investments.

### [Ordinance 16921 Energy Savings Projects – August 2010](#)

Five operating projects funded by grants and approved three capital projects.

In 2009, King County was awarded \$6.1 million in grants through the Energy Efficiency and Conservation Block Grant (EECBG) program. Of this total, \$5.6 million was appropriated in late 2009. The remaining grant authority is divided among five projects, one of which was climate change

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related.. A **Community Greenhouse gas Emissions Inventory project** received funding as shown in the table below.

<i>Table 1</i>			
<i>2010 and Planned 2011 Appropriation Requests for EECBG Projects</i>			
	<b>2010</b>	<b>2011</b>	<b>Total</b>
<b><i>Community Greenhouse Gas Emissions Inventory</i></b> Hire a consultant team to update King County's geographic greenhouse gas emissions inventory and estimate pollution associated with all goods/services used in King County. (Collaborative effort with City of Seattle and Puget Sound Clean Air Agency.)	\$130,000		\$130,000

**County Expert Staff:** Megan Smith, Environmental Policy Advisor, Executive Office; David Van Holde, Energy Manager, DNRP; John Willenbacher, Energy Manager, FMD

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## **King County National Pollutant Discharge Elimination System Background Information**

Revised Code of Washington (RCW) Charter 90.48: State of Washington Water Pollution Control Law

It declared to be the public policy of the state of Washington to maintain the highest possible standards to insure the purity of all waters of the state consistent with public health and public enjoyment thereof, the propagation and protection of wild life, birds, game, fish and other aquatic life, and the industrial development of the state, and to that end require the use of all known available and reasonable methods by industries and others to prevent and control the pollution of the waters of the state of Washington. Consistent with this policy, the state of Washington will exercise its powers, as fully and as effectively as possible, to retain and secure high quality for all waters of the state. The state of Washington in recognition of the federal government's interest in the quality of the navigable waters of the United States, of which certain portions thereof are within the jurisdictional limits of this state, proclaims a public policy of working cooperatively with the federal government in a joint effort to extinguish the sources of water quality degradation, while at the same time preserving and vigorously exercising state powers to insure that present and future standards of water quality within the state shall be determined by the citizenry, through and by the efforts of state government, of the state of Washington.

United States Code (USC) Title 33 Section 1251 et seq. (1972) The Federal Water Pollution Control Act (the Clean Water Act (CWA))

This law establishes the basic structure for regulating discharges of pollutants into the waters of the United States and regulating quality standards for surface waters. The basis of the CWA was enacted in 1948 and was called the Federal Water Pollution Control Act, but the Act was significantly reorganized and expanded in 1972. "Clean Water Act" became the Act's common name with amendments in 1977.

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**State of Washington Department of Ecology: Phase I Municipal Stormwater Permit, National Pollutant Discharge Elimination System and State Waste Discharge General Permit for discharges from Large and Medium Municipal Separate Storm Sewer Systems, February 16, 2007**

Executive Order; Developing and Implementing the County's Program for Compliance with the National Pollutant Discharge Elimination System (NPDES) Phase I Municipal Stormwater Permit Document Code No. (PUT 8-19 (AEO)) - November 2007

**It requires and empowers King County Departments to cooperate and coordinate on the development and implementation of the County's program for compliance with the NPDES Phase I Municipal Stormwater Permit.**

2010 Stormwater Management Program; King County Department of Natural Resources and Parks

**It describes the actions and programs implemented by King County agencies that protect stormwater in unincorporated King County and King County facilities located in other jurisdictions in accordance with the requirements outlined in Section S5.C of the permit.**

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## **Appendix E**

# **King County General Government Disaster Preparedness and Facility Security**

## **King County Code/Ordinances/Motions/Reports Summary**

**Updated: January 28, 2011**

This document has been assembled to inform the development of the King County Real Property and Integrated Workplace Strategic Plan. Document retrieval ended on 11/1/2010. While efforts were made to make the references to the county's framework for General Government Facility Disaster and Security Framework complete, no one should assume that the document is complete. Prior to making a judgment or taking an action regarding real property, it is advised that original research be conducted in a timely manner.

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## King County General Government Buildings: Disaster Preparedness and Facility Security

### Title 12 Public Peace, Safety and Morals

#### 12.52.010 Offenses against public health and safety: Definitions

The following definitions shall apply in the interpretation and implementation of this chapter:

- A. "Emergency" or "disaster" means an event or set of circumstances such as fire, flood, explosion, storm, earthquake, epidemic, riot or insurrection, that demands the immediate preservation of order or of public health or the restoration to a condition of usefulness of any public property, the usefulness of which has been destroyed or where delay will result in financial loss to the county or for the relief of a stricken community overtaken by such occurrences or which reaches such a dimension or degree of destructiveness as to warrant the executive proclaiming a state of emergency pursuant to K.C.C. 12.52.030. "Emergency" or "disaster" also includes the potential for flooding arising out of the diminished capacity of the Howard Hanson dam.
- B. "Emergency management" means the preparation for and carrying out of all emergency functions, other than functions for which the military forces are primarily responsible, to mitigate, prepare for, respond to and recover from emergencies and disasters and to aid victims suffering from injury or damage resulting from disasters caused by all hazards, whether natural or human-made, and to provide support for search and rescue operations for persons and property in distress pursuant to the provisions of chapter 38.52 RCW.
- C. "Emergency worker" means any person, including but not limited to an architect registered under chapter 18.08 RCW or a professional engineer registered under chapter 18.43 RCW, who is registered with the county or state of Washington and/or holds an identification card issued by the county or the state of Washington for the purpose of engaging in authorized emergency management activities or is an employee of the state of Washington or any political subdivision thereof who is called upon to perform emergency management activities.
- D. "Injury" means and includes accidental injuries and/or occupational diseases arising out of emergency management activities.
- E. "Search and rescue" means the acts of searching for, rescuing, or recovering by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or human-made disaster, including instances involving searches for downed aircraft when ground personnel are used. (Ord. 16639 § 2, 2009; Ord. 12163 § 3, 1996).

#### 12.52.020 Emergency powers conferred upon executive - Mutual aid - Compensation for emergency workers

- A. Because of the existing and increasing possibility of the occurrence of disasters of unprecedented size and destructiveness, and in order to ensure that preparations of King County will be adequate to deal with such disasters, and further to ensure adequate support for search and rescue operations, to manage recovery from such disasters to generally protect

# King County Real Property Asset Management Plan

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the public peace, health, and safety, and to preserve the lives and property of the people of King County, it is hereby found and declared to be necessary:

1. To confer upon the executive the emergency powers provided herein pursuant to K.C.C. 2.56;
  2. To provide for the rendering of mutual aid among the political subdivisions of King County and with other counties and to cooperate with state governments, the provinces of the Dominion of Canada and the federal government with respect to the carrying out of emergency management functions pursuant to K.C.C 2.56 and chapter 38.52 RCW; and
  3. To provide a means of compensating emergency workers who may suffer any injury as defined by chapter 38.52 RCW as a result of participation in emergency management service.
- B. All emergency management functions of the county shall be coordinated to the maximum extent with the comparable functions of state governments, the federal government, and private agencies of every type, so that the most effective preparation and use may be made of county resources and facilities for addressing any disaster that may occur. (Ord. 12163 § 4, 1996: Ord. 1058 § 2, 1971).

## **12.52.030 Powers delineated**

The executive shall see that the Washington State laws and ordinances of King County are enforced, and shall direct and control all subordinate officers of the county, except insofar as such enforcement, direction and control is by King County Charter reposed in some other officer or board, and shall maintain the peace and order in King County.

- A. Whenever an emergency or disaster occurs in King County and results in the death or injury of persons or the destruction of property, or involves the potential for flowing [flooding] arising out of the diminished capacity of the Howard Hanson dam, to such an extent as to require, in the judgment of the executive, extraordinary measures to protect the public peace, safety and welfare, the executive may forthwith proclaim in writing the existence of such an emergency.
- B. Upon the proclamation of an emergency by the executive, and during the existence of such emergency, the executive may make and proclaim any or all of the following orders:
1. An order recalling King County employees from vacation, canceling days off, authorizing overtime, or recalling selected retired employees;
  2. An order waiving the requirements of K.C.C. 4.04, 4.16, 4.18, 12.16 and 12.18.095 with reference to any contract relating to the county's lease or purchase of supplies, equipment, personal services or public works as defined by RCW 39.04.010, or to any contract for the selection and award of professional and/or technical consultant contracts. Provided, however, that an emergency waiver of the requirements under K.C.C. 4.18, 12.16 and 12.18 shall not amend the annual utilization goals unless the emergency makes it impossible to achieve the annual utilization goals.
  3. An order directing evacuation and/or clearing of debris and wreckage caused by an emergency or disaster from publicly and privately owned lands and waters;
  4. An order imposing a general curfew applicable to King County as a whole, or to such geographical area or areas of King County and during such hours, as the executive deems necessary, and from time to time to modify the hours such curfew will be in effect and the area or areas to which it will apply;

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5. An order requiring any or all business establishments to close and remain closed until further order;
  6. An order requiring discontinuance of the sale, distribution or giving away of alcoholic beverages in any or all parts of King County, and/or the closure of any and all bars, taverns, liquor stores, and other business establishments where alcoholic beverages are sold or otherwise dispensed; provided that with respect to those business establishments which are not primarily devoted to the sale of alcoholic beverages and in which such alcoholic beverages may be removed or made secure from possible seizure by the public, the portions thereof utilized for the sale of items other than alcoholic beverages may, in the discretion of the executive, be allowed to remain open;
  7. An order requiring the discontinuance of the sale, distribution or giving away of gasoline or other liquid flammable or combustible products in any container other than a gasoline tank properly affixed to a motor vehicle;
  8. An order closing to the public any or all public places including streets, alleys, public ways, schools, parks, beaches, amusement areas and public buildings;
  9. An order prohibiting the carrying or possession of firearms or any instrument which is capable of producing bodily harm and which is carried or possessed with intent to use the same to cause such harm; provided that any such order shall not apply to peace officers or military personnel engaged in the performance of their official duties;
  10. An order granting emergency postponement of King County permit procedures for public work projects, as defined by RCW 39.04.010, responding to conditions of the emergency and/or for restoration of public facilities damaged as a result of the emergency. Such postponements shall be temporary. All projects must comply with all applicable code requirements. A permit and inspection must be obtained as soon as possible after work has begun, but permit application shall be made no later than six months after the date of the emergency proclamation.
  11. Such other orders as are imminently necessary for the protection of life and property.
- C. Any executive order authorized by this section shall, be filed with the clerk of the council not later than 10:00 a.m. of the second business day after it is issued, except for orders waiving requirements of K.C.C. 4.04, 4.16, 4.18, 12.16 and 12.18. Executive orders issued under authority of this section shall continue in force and effect until terminated by order of the executive or action by the council by ordinance. Provided, however, that orders waiving the requirements of K.C.C. 4.04, 4.16, 4.18, 12.16 and 12.18 shall terminate as provided for in K.C.C. 4.16.050.
- D. Any proclamation issued by the executive pursuant to the authority of this chapter shall be delivered to all news media within King County and shall utilize such other available means as shall be necessary, in the executive's judgment, to give notice of such proclamation to the public.
- E. It shall be a misdemeanor for anyone to fail or refuse to obey any such order proclaimed by the executive. Anyone convicted of a violation of this section is punishable by a fine of not more than one thousand dollars or by imprisonment for not more than ninety days, or both such fine and imprisonment. (Ord. 16639 § 3, 2009: Ord. 12163 § 5, 1996: Ord. 1058 § 3, 1971).

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## King County Ordinances/Motions Reports

**Ordinance 15965 making a supplemental appropriation of \$1,900,484 to CIP CX transfers and a net supplemental of \$25,834,161 to various capital funds and to provide for the correction of errors; and amending the 2007 Budget Ordinance, Ordinance 15652, Sections 45, 119 and 123, as amended**

Ordinance 15652 added a proviso to the 2007 adopted budget providing that none of the \$307,381 appropriation for CIP project 395828, Security Master Plan, shall be expended for the purpose of conducting a security study of the King County Courthouse. A briefing on the Security master Plan initial survey results shall be provided to the council no later than June 30, 2008. The final plan was to be submitted December 31, 2008.

**Ordinance 16007 related to security for county facilities; creating a security oversight panel and providing for an implementation plan for security in downtown Seattle facilities – January 2008**

The ordinance established the security oversight panel with the following members and staff provided by OMB:

1. The executive or the executive's designee;
2. The manager of the facilities management division or the manager's designee;
3. The director of the office of management and budget or the manager's designee;
4. The director of the Seattle-King County department of public health or the director's designee;
5. The risk manager the risk manager's designee;
6. The chair of the council or the chair's designee;
7. The chair of the law, justice and human services committee, or its successor, or the designee of the chair of the law, justice and human services committee, or its successor committee;
8. The sheriff or the sheriff's designee;
9. The prosecuting attorney or the prosecuting attorney's designee;
10. The presiding judge of the superior court or the presiding judge's designee;
11. The presiding judge of the district court or the presiding judge's designee;
12. The assessor or the assessor's designee; and
13. The director of the department of adult and juvenile detention.

By June 1, 2008 the security oversight panel will file a report with the council on the following:

- setting security policies for county-owned facilities;
- identifying agency responsibility for all security, including coordination and information;
- identifying security performance measures;
- establishing protocols for the sharing of security information, such as incidents, threats and similar occurrences;
- establishing protocols for reporting and dealing with threats against employees;
- the development of memoranda of understanding between the executive and each separately elected agency for the provision of security;
- reporting by responsible agencies on agreed-upon memoranda of understanding and security performance indicators; and

# King County Real Property Asset Management Plan

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- future oversight recommendations.

**Ordinance 16215 AN ORDINANCE making a supplemental appropriation of \$1,634,872 to the building repair and replacement fund to pay for previously undetected damages found at the Youth Service Center as a result of the Hanukah Eve wind storm of 2006; amending the 2008 Budget Ordinance, Ordinance 15975, Section 130, as amended, and Attachment B, as amended, and the 2007 Budget Ordinance, Ordinance 15652, Section 119, as amended – July 2008**

Ordinance 16215 approved a supplemental appropriation to make repairs at the Youth Service Center related to the Hanukah Eve storm. In addition it amended the 2007 budget ordinance, Ordinance 15652 regarding the Security Master Plan Capital Improvement Project (CIP). As the Security Master Plan CIP was adopted prior to Ordinance 16007 establishing a Security Oversight Panel and since the scope of the plan has been expanded most notably to include the Courthouse, Ordinance 16215 provided the following modified proviso:

For CIP Project 395828, Security Master Plan, the facilities management division shall obtain a consultant with expertise in government facility and operations security to complete a two phase review and plan to meet the objectives of improved security planning, prevention, risk mitigation, communication, rapid and timely response, incident recovery and facility construction. The consultant will: (1) conduct an assessment of all hazard security needs at major King County Government worksites and facilities; and (2) guide development of a Phase Two scope of work which the consultant may then perform in order to produce a prioritized Security Implementation Plan for operational and physical security enhancements in county-owned or operated facilities as specified by the security oversight panel established in Ordinance 16007. The request for proposals, consultant selection and consultant work plan review shall be reviewed by the Security Oversight Panel. A briefing on the Security Master Plan Phase One results shall be provided to the council no later than December 1, 2008. The final Phase Two plan must be filed by June 30, 2009.

**Ordinance 16639 relating to emergency declarations; and declaring an emergency – September 2009**

Under existing county code, the executive could, after the Declaration of Emergency, waive many of the county's procurement and contracting requirements in order to address the effects of an emergency or disaster. This ordinance is intended to allow the county executive to declare an emergency in preparation for any likely emergencies, rather than having to wait until after an emergency occurs. The executive requested this authority to ensure the county was properly prepared for any flooding that stems from problems related to the Howard Hanson Dam on the Green River.

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**Ordinance 16680 making a supplemental appropriation of \$34,624,674 to various capital funds to prepare county facilities so that high priority service delivery will not be interrupted in the event that Howard Hanson dam structural faults cause flooding in the Green River valley; and amending the 2009 Budget Ordinance, Ordinance 16312, Sections 27, 107, 114, 115, 125, and 127, as amended, and Attachments B and D, as amended; and declaring an emergency – October 2009**

Ordinance 16680 provided \$27.2 million of the total \$34.6 million appropriated for the Building Repair and Replacement (BB&R) Fund to cover costs associated with general fund proposals.

**Ordinance 16717 adopts the 2010 Annual Budget and makes appropriations for the operation of county agencies and departments and capital improvements for the fiscal year beginning January 1, 2010, and ending December 31, 2010, and an ordinance that adopts the 2010/2011 Biennium Budget and makes appropriations for the operation of the department of transportation and capital improvements for the fiscal biennium beginning January 1, 2010, and ending December 31, 2011 – November 2009**

Ordinance 16717 included the following proviso: Of this appropriation, \$100,000 shall not be expended or encumbered until the council reviews and, by motion, acknowledges receipt of a report and supporting proposed legislation from the office of management and budget detailing a review of the feasibility and a plan for consolidating responsibilities for the provision of security and weapons screening at King County courthouses. The office shall transmit the report to the council by June 15, 2010. The office of management and budget, working with representatives of the superior court, district court, office of the prosecuting attorney, sheriff, the department of adult and juvenile detention, the facilities management division and the security oversight committee created through Ordinance 16007 shall review the manner in which current security services are provided and make recommendations to consolidate the responsibilities for courthouse security. The report shall include a review of existing services, a summary of the work of consultants that have been reviewing county facility security as part of the county's security operational master plan and recommendations from the security oversight committee. The report shall include a review and analysis of the costs and supporting revenue structure of the potential new structure for providing security. The office shall use this work to develop supporting proposed legislation for council review that would allow for the consolidation of security services and weapons screening. The legislation shall include recommendations for reorganization and transfer of staff to the agency that will have full responsibility for security services and a plan for adequately funding the proposed organization. The report and legislation shall also identify the executive's plans for negotiating and implementing agreements with the collective bargaining units affected by the proposed consolidation, the schedules, resources needed for implementing program changes and milestones for consolidation.

The report required to be submitted by this proviso must be filed in the form of a paper original and an electronic copy with the clerk of the council, who shall retain the original and provide an electronic copy to all councilmembers and to the committee coordinator for the for the law, justice, health and human services committee or its successor.

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## **Ordinance 16860 making a disappropriation and an appropriation for the Green River flood mitigation – June 2010**

Ordinance 16860 authorized the movement of expenditure authority for flood mitigation from the Building Repair and replacement Fund to a newly created fund, the Green River Mitigation Transfer Subfund, and postponed the expiration date of the flood preparation budget by rewriting an expenditure restriction in the budget ordinance, and postponed the deadline for the facility assessment report until August 31, 2010.

## **Emergency Operations Response Plans**

FMD maintains Emergency Response Plans that provide guidance to personnel in their response to various emergency situations. Although it is impossible to provide advance information on every emergency as each event contains novel or unforeseen problems, personnel use the emergency response plan to respond to any emergency situation so that injuries or property loss are minimized.

There is an Emergency Operations Response Plan for each of the main King County Courthouses: the Maleng Regional Justice Center, the Alder Youth Service Center, and a downtown complex plan including the King County Courthouse. The latter plan includes the King County Courthouse complex, made up of the Yesler and Chinook Buildings and the King County Courthouse itself.

Contents of the King County Courthouse Complex Emergency Plans include:

1. Fire Response Plan
2. Bomb Threat Response Plan
3. Evacuation Response Plan
4. Earthquake Response Plan
5. Emergency Medical Response Plan
6. Power Failure Response Plan
7. Civil Disturbance Response Plan
8. Elevator Emergency Response Plan
9. Floor Warden Response Plan
10. Floor Warden Response Plan
11. Floor Maps
12. Hazardous Materials Response Plan
13. Inflammatory/Irritant Agent & Unidentified Odor Response Plan
14. Biological WMD Emergency Response Plan
15. Weather Related Emergency Response Plan
16. Shelter In Place

## King County Real Property Asset Management Plan

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FMD does not maintain the District Court Emergency Plans, but security coordinates with District Court management on maintaining assembly area and evacuation route signage for their buildings.

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## **Appendix F**

### **King County Integrated Workplace Legislative Authorities and Requirements (includes Space Plans/Planning)**

### **King County Code/Ordinances/Motions/Reports Summary**

Updated: January 3, 2011

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## **Integrated Workplace Management Authorities**

### **King County Code**

(as of January 3, 2011 version current through Ordinance 16940 passed on September 27, 2010.)

### **Title 20: Planning**

#### **20.12.100 County space plan**

The 2005 county space plan dated July 13, 2005, consisting of planning policies, location of county agencies and implementation plan, and incorporating the King County Department of Executive Services Space Plan 2004 transmitted by the executive on July 23, 2004, is adopted as a subelement of the public facilities element of the comprehensive plan and the master plan for county facility development as defined in K.C.C. 4.04.020. The county space plan dated July 13, 2005, shall govern development of all facility master plans, facility program plans and CIP and lease requests for space housing county agency operations.

The executive shall update the current and future space needs and implementation plans of the county space plan and submit them to the council as amendments to the county space plan by March 1 of every other year, beginning on March 1, 2006. In accordance with Motion 11118, any future space plan documentation should use as a guideline the document "A Template for Space Planning: Recommendation from the King County Space & Facilities Peer Review Panel December 2000" ("peer review report"), which was adopted as Attachment C\* to Ordinance 14515. While the peer review report should guide the preparation of future space planning documentation, it report does not constitute mandatory requirements for space planning. (15328 § 2, 2005: Ord. 14515 § 1, 2002: Ord. 10810 § 1, 1993).

### **Title 4: Revenue and Financial Regulation**

#### **4.04.020 Definitions (selected portions)**

The definitions in this section apply throughout this chapter unless the context clearly requires otherwise.

- "Capital improvement plan" means a plan that establishes the capital improvements required to implement an approved operational master plan. This plan should extend over a minimum period of six years to define long-range capital improvement requirements and the annual capital improvements budget for a user agency.
  - The capital improvement plan shall include the following elements, where applicable:
    - general program requirements that define the development scope for specific sites or facilities;
    - general space and construction standards;
    - prototype floor plans and prototype facility designs for standard improvements;
    - space requirements based on the adopted county space plan;
    - initial, and life-cycle cost, of alternative facilities and locations including lease and lease/purchase approaches;

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- approximate location of planned capital improvements;
- general scope and estimated cost of infrastructure;
- a schedule, that extends over a minimum of six years, for the implementation of projects included in capital improvement plans, based on overall user agency priorities and projected available revenue;

## **4.04.200 Executive responsibilities (selected portions)**

- All above-grade CIP projects shall be subject to the following process:
  - An operational master plan shall be developed by the agency requesting a CIP project in conjunction with the office of management and budget and the office of strategic planning and performance management and shall be submitted to the executive and the council for approval;
  - A capital improvement plan, based upon the adopted county space plan, where applicable, and the approved operational master plan, shall be developed by the user agency with assistance from the implementing agency and shall be submitted to the executive and the council for approval.
  - A project program plan, based upon the adopted county space plan, where applicable, and the approved operational master plan, shall be developed by the user agency, with assistance from the implementing agency, for each requested CIP. This plan shall be submitted to the executive and the council for approval. This plan shall specify which projects will require a site master plan;
  - A site master plan shall be developed by the implementing agency, with input from the user agency, for all capital improvements that involve multiple projects, are complex in nature, or are otherwise identified as requiring such a plan in the project program plan. This plan shall be submitted to the executive and council for approval;
  - The executive may exempt smaller scale projects from the requirements in subsection C.1. and 2. of this section if criteria for granting exemptions are established and approved by the council and if the implementing agency certifies the project program plan and related CIP or lease request is in conformance with the adopted county space plan; and
  - Capital projects that involve the development of new parks or significant addition to or rehabilitation of existing parks shall require a public meeting in the affected community at the program plan and site master plan stages, before submitting these plans to the executive and council for approval. (Ord. 16308 § 9, 2008: Ord. 14811 § 4, 2003: Ord. 14743 § 4, 2003: Ord. 14561 § 17, 2002: Ord. 14452 § 3, 2002: Ord. 14122 § 3, 2001: Ord. 13035 § 3, 1998: Ord. 12076 § 5, 1995).

## **Title 2: Administration**

### **2.16.035 Department of executive services (selected portions)**

- The duties of the facilities management division shall include the following:
  - Overseeing space planning for county agencies;
  - Administering and maintaining in good general condition the county's buildings except for those managed and maintained by the departments of natural resources and parks and transportation;

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- Operating security programs for county facilities except as otherwise determined by the council;
- Administering all county facility parking programs except for public transportation facility parking;
- Administering the supported employment program;
- Managing all real property owned or leased by the county, except as provided in K.C.C. chapter 4.56, ensuring, where applicable, that properties generate revenues closely approximating fair market value;
- Maintaining a current inventory of all county-owned or leased real property;
- Functioning as the sole agent for the disposal of real properties deemed surplus to the needs of the county;
- In accordance with K.C.C. chapter 4.04, providing support services to county agencies in the acquisition of real properties, except as otherwise specified by ordinance;
- Issuing oversized vehicle permits, franchises and permits and easements for the use of county property except franchises for cable television and telecommunications;
- Overseeing the development of capital projects for all county agencies except for specialized roads, solid waste, public transportation, airport, water pollution abatement and surface water management projects;
- Being responsible for all general projects, such as office buildings or warehouses, for any county department including, but not limited to, the following:
  - administering professional services and construction contracts;
  - acting as the county's representative during site master plan, design and construction activities;
  - managing county funds and project budgets related to capital improvement projects;
  - assisting county agencies in the acquisition of appropriate facility sites;
  - formulating guidelines for the development of operational and capital improvement plans;
  - assisting user agencies in the development of capital improvement and project program plans, as defined and provided for in K.C.C. chapter 4.04;
  - formulating guidelines for the use of life cycle cost analysis and applying these guidelines in all appropriate phases of the capital process;
  - ensuring the conformity of capital improvement plans with the adopted space plan and approved operational master plans;
  - developing project cost estimates that are included in capital improvement plans, site master plans, capital projects and annual project budget requests;
  - providing advisory services, feasibility studies or both services and studies to projects as required and for which there is budgetary authority;
  - coordinating with user agencies to assure user program requirements are addressed through the capital development process as set forth in this chapter and in K.C.C. Title 4;
  - providing engineering support on capital projects to user agencies as requested and for which there is budgetary authority; and
  - providing assistance in developing the executive budget for capital improvement projects; and
- Providing for the operation of a downtown winter shelter for homeless persons between

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October 15 and April 30 each year.  
(Ord. 16808 § 2, 2010: Ord. 15971 § 34, 2007: Ord. 15559 § 3, 2006: Ord. 14561 § 2, 2002: Ord. 14199 § 11, 2001).

## **King County Ordinances/Motions**

### **Ordinance 13869 Creating a county space and facilities Peer Review Panel, June 23, 2000**

Ordinance 13869 created a space and facilities peer review panel to review the executive proposed Space Plan and related facility financing requests. As explained in the body of the ordinance, Council's adoption of the 1997 Space Plan (Ordinance 10259) directed the pursuit of a buttressed addition to the King County Courthouse to provide additional office space and improve the building's seismic stability, along with approving the King Street Center lease-to-own financing. Per the ordinance text, the buttress was abandoned in executive proposed 1998 and 1999 Space Plan amendments, and the King Street Center was insufficiently sized to handle the space needs of tenant departments. The ongoing use of leased space and the "lack of implementation of the 1997 Space Plan" were "cause for concern for the council."

The space and facilities peer review panel was charged with assessing the county's space and facilities standards, use of facilities, future needs, reviewing the 2000 Space Plan, the executive's proposed method for seismically retrofitting the King County Courthouse, the executive proposal to build a new county building on the Goat Hill site, and other topics including space efficiency and green technology. The panel was to provide a report to the capital budget subcommittee of the budget and fiscal management committee by September 1, 2000.

### **Motion 11118 Space and Facilities Peer Review Panel, February 12, 2001**

Motion 11118 adopted the analysis and findings of King County's space and facilities peer review panel created under ordinance 13869 in response to concerns with the continuity in the county's space planning process. The panel recommendations included:

- a 30- to 60-day analysis of the county's options regarding upcoming lease renewals;
- development of a business plan template for departments;
- preparation of the 2001 Space Plan using the peer review panel report and the lease analysis and departmental business plans; and
- general policy recommendations regarding planning, including space planning, leasing, building, and operations and maintenance.

Implementation of the recommendations was included in a 2001 Budget proviso.

### **Ordinance 14515 2002 King County Space Plan Update – December 6, 2002**

The ordinance adopted the 2002 King County Space Plan, and amended K.C.C. 20.12.100 to specify "in accordance with Motion 11118, any future space plan documentation should use as a guideline the document 'A Template for Space Planning: Recommendation from the King County Space & Facilities Peer Review Panel December 2000'" (Peer Review Report). The ordinance specifies that the Peer Review report "does not constitute mandatory requirements." The staff reports accompanying the ordinance compare the recommendations of the Peer Review Report with the contents of the 2002 King County Space Plan, noting where recommended

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elements are not included and including executive staff commentary. The revised staff report explains that the recommendations of the Peer Review Report were largely followed and that executive staff will incorporate additional elements for the 2003 Space Plan.

## **Ordinance 15328 2005 King County Space Plan – November 21, 2005**

Ordinance 15328 adopted the 2005 King County Space Plan, by amending the executive's proposed 2004 Space Plan legislation to include 2005 Space Plan updates. The ordinance addresses elements of the 2004 and 2005 County Space Plans relative to council positions on the programming of the NCOB and restrictions on the duration of leases (address in the Real Estate Management authorities section).

In adopting the 2005 County Space Plan (and changes to the 2004 Executive Space Plan) the ordinance incorporated the following council policy requirements:

- a plan to program up to 75-80% of the new county office building NCOB standard office space for selected tenants, requiring FMD to preserve the ability to locate Elections, Information Technology Services (ITS) and the county Data Center or the Executive's offices in the NCOB if the Council decides later to locate them in the NCOB;
- upgrade of the structural steel for up to one floor of the NCOB so that Elections or the Data Center can be located there if the Council decides later to put them there;
- that Elections, ITS, Data Center and Executive offices cannot be relocated without (prior) Council approval;
- allowing the Criminal Investigation Division of the Sheriff's Office (CID) to move downtown and for the District Court's needs to be met at the Regional Justice Center; and
- prioritizing elected officials for placement in the courthouse for heightened level security for their offices, including related support functions.

The 2005 Space Plan also directs the county to co-locate services when functional relationships or user accessibility warrant and when economically feasible. It defined the policy of reducing dependence on short-term leased space in downtown Seattle in favor of owned or long-term lease to own space as when lease space exceeds 10% of downtown space and when ownership provides a long-term cost benefit to the county.

## **Ordinance 15390 approving the King County agency tenants to occupy the NCOB – March 24, 2006**

After ordinance 15328 adopted the 2005 Space Plan, council revisited the programming of the remaining NCOB space and provided final approval of the specific tenant departments and agencies. The ordinance specifies that "no other county agency shall be located in the new county office building unless authorized by ordinance" and provides council priorities as to which agencies should be programmed in the new building. It also requires a report to council summarizing the status of the NCOB tenant programming, space planning, FF&E, and estimated move costs and schedule by May 15, 2006.

Section 5 of the ordinance also directs the executive (and related staff) to move from the Columbia Center to the Administration Building at the end of the Columbia Center lease, as a temporary move "pending the availability of space in the King County courthouse for these offices."

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## **Ordinance 16324 approving the relocation of the executive (and related units) from the Columbia Center to the Chinook Building – December 23, 2008**

Ordinance 16324 approved the relocation of the executive staff remaining in the Columbia Center to the Chinook Building. The ordinance specifies that the move is temporary and that the executive shall relocate to the county courthouse “upon completion of the law justice planning efforts currently underway.”

## **King County Reports**

### **“King County Space Plan Phase One Operational Master Plan”, July 9, 1990**

Phase one report of a two phase Space Plan consisting of an abbreviated Operational Master Plan (OMP), with a Facility Master Plan (FMP) to follow. In supporting a general space plan and not a specific capital project, the OMP objectives were to describe the currently occupied county space in FTE terms, project the number of (future) FTEs, and propose service locations for these FTEs.

The summarized findings of the Phase one report:

- Forecast staffing showed a 2% per year growth through 2000 and a slight decrease thereafter, compared to a 4% rate of growth the previous four years;
- 54% of county staff (not including Adult Detention) were located in 760,000 square feet of space in downtown Seattle, with 165,000 square feet leased space;
- The county would require a total of 842,000 square feet of space in Seattle by 2000, based on projections;
- Implementing the growth concepts proposed in the OMP could reduce the total amount of space needed in Seattle to 615,000 square feet by 2000.

The potential conceptual growth strategies reference county departments generally, proposing co-location of some law, safety and justice FTEs in an unidentified eastside location, pending further study and “the outcome of the soon-to-be initiated analysis of the regional justice center(s) concept”.

### **King County Long Term Space Plan – April 1997**

Key elements of the Space Plan were:

- Continue to pursue physical consolidation of departments that were organizationally consolidated with the Metro/King County merger, particularly for the departments of DNR and DOT.
- Move from dependence on short term leased space to ownership with the goal of limiting leased downtown office space to less than 100,000 square feet.
- Mitigate Courthouse seismic deficiencies, while adding office space, by constructing a south side Courthouse Addition that would buttress the building against lateral movement.
- Negotiate and execute an intermediate to long-term lease for a suburban center, containing office space for DDES and the Assessor.
- Make a decision about whether or not to develop a new Courthouse for the Issaquah District Court.
- Consider reserving the Kaplan/Tashiro building in its current status pending decisions

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on regional and local responsibilities, downtown space requirements of Public Safety, and other non-office program facility requirements.

## **1999 King County Space Plan Update**

The executive proposed the following adjustments to the 1997 Space Plan elements because of changed circumstances:

- Proceed with a newer, less costly alternative to seismically stabilize the King County Courthouse rather than the more expensive buttress option.
- Space studies indicate that by the year 2008 the need for additional space for criminal justice functions downtown will make construction of a new building (referred to as option H3) a cost effective strategy for dealing with the County's long term space requirements.
- Continue to lease about 225,000 of downtown office space until approximately 2008.
- Immediately surplus the Kaplan/Tashiro building for affordable housing purposes rather than reserve the building for future County offices and functions.

## **“A Template for Space Planning: Recommendation from the King County Space & Facilities Peer Review Panel” December 2000**

Report of the Space and Facilities Peer Review Panel convened under ordinance 13869. The report makes a series of 12 policy recommendations, along with three immediate space planning tasks to be undertaken beginning January 2001. The report also has a chronological history featuring the essential points of the 1993 and 1997 Space Plans and the 1998 and 1999 proposed Space Plan updates, along with current conditions and upcoming issues. The report appendix contains a series of tables with data from the various Space Plan iterations. Table 8 of the appendix is a Proposed Template for Space Plan, with specific directions on the organization and content of the Space Plan. The Proposed Template provides that the Space Plan should be updated annually, containing four main sections: Mission Statement and Policy Goals, Summary of Current Conditions, Long-Term Projections, and an Implementation Plan.

## **2002 Executive Space Plan Update – July 31, 2001**

The 2002 King County Space Plan Update contains policies and implementation strategies for them; strategies of note include:

- Consolidate County services through construction or acquisition of a new County office building;
- Engage in a systematic assessment of all County-owned buildings to identify immediate needs generated by years of deferred maintenance;
- Develop a set of service standards governing the provision of maintenance, janitorial, HVAC, and other services in County-owned buildings, along with a process for reporting standards compliance;
- All new or refurbished office space comply with the adopted per square foot office standards and programmatic deviations well documented.
- Proposed a pilot study for implementing modular systems furniture.

# King County Real Property Asset Management Plan

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## **2003 Executive Space Plan – March 3, 2003**

Transmittal of the 2003 Space Plan was delayed to give the Facilities Management Division additional time to address the staffing impact of the 2003 Adopted Budget and include Major Maintenance information from the Carter Burgess report.

Main changes and updates to the 2002 Space Plan included the following:

- Retain, upgrade, and restore the King County Courthouse for high-security functions as a specialty building;
- Review of space uses in the Courthouse as the Courthouse Seismic Project neared completion;
- Adoption of countywide policy to comply with LEED scoring methodologies in newly acquired or constructed office buildings;

Council consideration and review of the 2003 Space Plan was delayed to occur in conjunction with financial review and approval of the NCOB project.

## **2004 Executive Space Plan – July 23, 2004**

The 2004 Space Plan transmittal was accelerated to better with the preliminary sizing and programming of the NCOB. The 2004 Space Plan projected the county's space needs over the next 10 years, proposed revised space policies and preliminary space standards based on the projections, and identified space policy implementation plan. Agency 10-year staff level projections were presented as a range. The transmittal package proposed changing the space planning cycle to March 1 every other year (rather than annually August 1).

Notable items from the 2004 Space Plan include:

- county agencies forecast staffing increases between 3 and 14 percent over the next 10 years;
- the NCOB will be large enough to house 1280 employees, consistent with the high end of the 10-year staff projections for these agencies;
- slightly less than two floors of the NCOB are to satisfy growth needs for the county tenants assigned to the new building through 2014;
- a small amount of vacated space in the King Street Center Building and the Black River 900 Building in Renton may result from regional annexations;
- establishment of the King County Courthouse as a specialty facility for agencies that require security screening and a higher level of security throughout their building, potentially requiring relocation of some departments depending upon growth in staffing in agencies needing screening
- draft revised space programming standards to be tested and verified with the NCOB construction, based on the Assessor's Office remodel featuring a pilot test of modular furniture efficiencies.

## **2005 County Space Plan – July 13, 2005**

The 2005 County Space Plan consists of space planning policies, policy direction on the location of county agencies, and an implementation plan as updates to the 2004 Executive Space Plan, which was specifically incorporated into the 2005 Plan by reference.

Much of the 2005 Plan addresses issues regarding programming of the pending NCOB. See ordinance 15328, above.

# King County Real Property Asset Management Plan

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## **2006-2007 Space Plan –November 5, 2007**

The 2006-2007 Space Plan was delayed by a number of significant facility and real estate proposals: the consolidated Elections facility in Renton, the new data center, and further study of replacing the King County Administration Building and selling King Street Center, along with OMPs and FMPs for several larger agencies. The transmittal suggested that the 2006-2007 Space Plan be used only as background information for other important policy decisions until a final 2008 Space Plan be reviewed and approved.

The 2006-2007 Space Plan includes:

- a projection of staffing outcomes for county departments over the next 10 years, with a slight growth in space needs in downtown Seattle;
- revised space programming standards that developed as part of the NCOB programming, noting modular furnishings may prove cost effective over the long term;
- that the average occupancy for office workers in both owned and leased core facilities is 256 rentable square feet per employee, comparing favorably to national occupancy benchmarks for similar type spaces over 300 rentable square foot per employee per BOMA.
- discussion regarding a proposed replacement of the King County Administration Building and the Alder Youth Services Center.

## **2008 Space Plan – March 6, 2008**

The 2008 Space Plan consisted of an update to the Executive Summary of the 2006-2007 Space Plan, highlighting the interrelationships of the major projects under examination at the time: a new King County Administration Building, a new Children and Family Justice Center, and other related OMP and FMPs. The transmittal notes that the Space Plan has not been the traditional vehicle for addressing the interrelationships of major projects and proposals, and encourages funding of the Integrated Criminal Justice Facilities Master Plan (Integrated CJ FMP) planning effort.

## **Appendix G**

### **2006 Building Conditions**

## Building Conditions

The last comprehensive assessment of county facility conditions was completed in 2002. A consultant, Carter Burgess, compiled detailed information on building systems. The information was used to modify the Major Maintenance Reserve Fund project model, and in providing budgetary flexibility to address facility needs.

The Building Condition descriptions below are from the 2006-2007 Space Plan. They were initially derived from the Carter Burgess report. Although major maintenance activities have occurred addressing some of the needs identified, revised Building Conditions are not included in this Plan as a new comprehensive building conditions assessment is underway. The current assessment will supplement the building systems evaluations with a facility condition index developed for each facility. The index measures building conditions in financial terms, as a ratio of the cost of deficiencies divided by the building's replacement value. The index will enable straightforward comparisons of building conditions across county facilities, and also allow the rate of a facility's degradation to be estimated. The facility condition index can then be used to monitor the success of major maintenance efforts over time.

An updated Building Conditions Assessment section will be included when the current effort is completed, presently forecast for late 2011.

<b>Building/Condition</b>
<p><b>Administration Building – Watch List</b>            Currently, floor renovations are needed on floors two through six. Major floor renovations allow for upgrades of aging office furnishings, ceilings, and other tenant improvements as well as asbestos remediation. The single biggest infrastructure problem is the aging HVAC system; a consultant has completed their analysis and recommended closing each floor, removing the asbestos and completing renovation of each floor. There is also a need to upgrade the roofing, electrical system, and replace the water pipes. Considering the magnitude of upcoming major maintenance investments in this building, now is the appropriate time to study whether or not the building is reaching the end of its useful life giving full consideration to the amount of investment in major maintenance that is required as well as the ongoing construction and operating issues caused by the asbestos in the building.</p>
<p><b>Yesler Building</b>            The building was extensively remodeled in the late 1970's. Most of the floors have been at least partially remodeled in the past five years. The HVAC system has been upgraded on each floor. There is also a need to upgrade the roofing. The plumbing system is aged and is starting to have problems although the shell and core plumbing/piping is in good condition. The electrical system, elevators and a new emergency generator will be replaced this year. Replacement of the floor and wall finishes will also begin this year as a multi-year phased project. First phase will include the 1<sup>st</sup> floor and main lobbies on the first and second floors.</p>
<p><b>Courthouse</b>            According to the 2001 Carter Burgess Study, most central plant equipment is well past its useful life expectancy and is not performing well. The HVAC distribution systems and terminal equipment for the exterior perimeter system have been replaced as part of the CSP; interior system still needs to be replaced. About 70 percent of the core plumbing has been replaced. However, there is a need to replace the remaining 30 percent. The frequency generator for the building clock system and the emergency generator have recently been replaced. The electrical service to the building is currently being upgraded; new transformers and switchgear for the building have been installed. Major repairs are planned for the exterior windows and masonry in the next few years.</p>
<p><b>Goat Hill Garage – Placed Into Service December 2005</b>            This building is new with most of the building components still under warranty. The FMD is systematically dealing with remaining punch list items and garage operations are stabilizing. This building is the first to be placed on Building Service's Maximo Maintenance Management system preventative maintenance scheduling. Accordingly, the building components and mechanical systems will be maintained in accordance with the Division's maintenance management system.</p>
<p><b>Black River Building</b>            This building was built in 1974 and is aging well. The electrical system is in good repair but matches the age of the building. Plumbing and fire sprinkler systems are in good condition. The lighting in the building will be replaced this year as part of an energy saving project. The roof and HVAC systems have been recently upgraded. The fire alarm system will be replaced this year and the floors will be replaced this year.</p>

### Building/Condition

#### **Norm Maleng Regional Justice Center – Courthouse**

The biggest challenges with this building are maintenance related. Some are left over issues from the building commissioning process. During construction, gravel was left in sewer pipes causing occasional sewer backups. HVAC balancing is currently in progress as part of the Major Maintenance program. The security system is in need of repairs and additions.

#### **Youth Services Center Alder Wing– Non-Detention Uses – Watch List**

Originally built in 1969, the Youth Services Center, Alder Tower, is reaching the end of its useful life. All major building systems need to be replaced and all interior surfaces shows signs of significant wear and tear. The most recent major maintenance analysis indicates that over the next 10 years over \$20 million must be invested in the facility just to maintain it in its current condition. A preliminary study indicates that it would be less expensive to construct a new facility instead of trying to maintain the existing facility. A final determination on this facility is pending the outcome of the current Superior Court targeted operational master plan for a children and family law center.

#### **King Street Center Building**

The building is leased to own (currently considered an asset of the county) but is maintained and operated by Wright Runstad and Company under the lease agreement. King County is scheduled to start maintaining and operating the building in 2020.

### Building/Condition – Police Precincts

#### **Kenmore Precinct – Watch List**

This is a one story building on 1½ acres and has parking and an indoor shooting range in a separate building. Both building exteriors appear to be in relatively good shape. The condition of the interior finishes and construction vary. Both roof systems have been recently repaired. Interior spaces behind public access areas are somewhat aged and worn due to excessive use. The shooting range interior is visibly in poor condition with substantial damage caused by stray bullets. Equipment is mostly inoperable.

There are major issues with site drainage. HVAC equipment has been replaced. A new fire alarm system has recently been installed

Continued use of these buildings is subject to the outcome of upcoming operational and facility master plans.

#### **Burien Police Precinct – Watch List**

This building houses the District Courts and Sheriff's Burien Police Precinct. This building was built in 1977 and has aged nicely. The building is structurally sound and is in good condition considering its age. The HVAC system has been replaced. All interior finishes (walls, floors, and ceilings) will be replaced this year.

A portion of the Sheriff's operations moved to a City of SeaTac facility and continued use of this building by the Sheriff is subject to the outcome of upcoming operational and facility master plans for both the Sheriff and District Courts.

### **Building/Condition – Police Precincts**

#### **Maple Valley Precinct**

This building was built in 1984 and is structurally sound. The shake roof and mechanical HVAC have been replaced; the fire alarm and floors will be replaced this year.

#### **Barclay/Dean Building – Watch List**

The building is in good condition considering its current 24-hour use. The warehouse heaters are near the end of their useful life. The Sheriff believes that the building is too small to meet current evidence storage and lab needs. The Sheriff's OMP and resulting FMP will address the current and future uses of this building.

#### **Regional Communications and Emergency Coordination Center**

This facility was completed and occupied in 2003. There currently are no reported major maintenance issues.

### **Building/Condition Health Department Clinics**

The County does not have the resources to continue to operate all Health Department facilities and meet the general public health needs in the face of the rapidly escalating costs of healthcare. The 2007 County Executive Proposed Budget provides funding for all facilities for the first six months of 2007. If the legislature fails to act to alleviate the crisis the County will either have to close two clinics or find additional resources to continue to operate them. However, even if the clinics can be sustained for the additional six months, without legislative intervention the county will face the same decision in the future either by lack of funding sources or specific outcomes of the Health Departments OMP/FMP process.

#### **Eastgate**

This building was built in 1992 and overall is in good condition. The building's roof needs minor repair. Electrical panels are outdated. The HVAC system will be tested and balanced this year.

#### **Renton – Watch List**

This building was constructed in 1967 and, through recent major maintenance work, is generally in average condition. New flooring has been installed. The electrical switchgear has outlived its useful life and the electrical system is aged. The building's continued use is subject to the Health Department's current study of suburban site consolidation and lease conversion opportunities.

#### **White Center**

The building was constructed in 1961 and a new addition constructed in 1980. The roof has standing water and there is evidence of leaking. The HVAC system has recently been replaced. The floor finishes will be replaced this year.

#### **Auburn – Watch List**

This building was originally constructed in 1937 as a post office and has been designated an historic building. The HVAC system has recently been replaced. The interior walls, ceilings, and floor are showing signs of deterioration due to extended use. The landscaping is poorly maintained and the building has accessibility issues. Plumbing and electrical are marginal but still somewhat functional. The building's continued use is subject to the Health Department's current study of suburban site consolidation and lease conversion opportunities.

### **Building/Condition Health Department Clinics**

#### **Federal Way**

The building was constructed in 1992 and is in good condition. Electrical systems are in good condition. There appears to be some leaking caused by wind driven rain and leaking vault windows. The carpet has recently been replaced and the security system is obsolete. Electrical panels and breakers are outdated. The HVAC system will be tested and balanced last year.

#### **North Multi-Service Center – Watch List**

This building was constructed in 1979. Most interior finishes are good but the exterior appears worn. Electrical systems are in good condition. The HVAC system has recently been replaced; a new boiler will be installed this year. New flooring has been installed. The parking lots will be re-surfaced this year. The plumbing fixtures are all original. Last year the Health Department reported that, because of budget constraints, that this building was a candidate to be closed. The 2007 Adopted Budget has a budget proviso calling for a final recommendation on closure with possible action by mid-year 2007. This action was not taken. However, there is a continued risk that this action may be necessary in the future.

#### **Northshore – Watch List**

The building was built in 1992 and overall is in good condition. The building's perimeter air distribution is poor and the security system is beginning to fail. The HVAC system will be tested and balanced this year. Last year the Health Department reported that, because of budget constraints, that this building was a candidate to be closed. The 2007 Adopted Budget has a budget proviso calling for a final recommendation on closure with possible action by mid-year 2007. This action was not taken. However, there is a continued risk that this action may be necessary in the future.

### **Building/Condition District Courts**

#### **Burien District Court – Watch List**

This building houses the District Courts and Sheriff's Burien Police Precinct. This building was built in 1977 and has aged nicely. The building is structurally sound and is in good condition considering its age. See "Burien Police Precinct" for a list of major maintenance work items. Continued use of this building by District Court is subject to the outcome of upcoming facility master planning for both the Sheriff and District Courts.

#### **Northeast District Court**

Originally built in 1983, the building is in good condition given its age. The plumbing fixtures are original. This facility is currently not placed on the "watch list" because it is in good condition and would be a candidate for continued use by the District Courts. However, this status could change subject to the outcome of the upcoming program and facility master planning for the District Courts or City of Redmond decisions regarding continued participation in the District Courts system. The roof and HVAC systems have recently been replaced/repared.

#### **Aukeen District Court – Watch List**

This building was built in 1988 and is aging as expected. The carpet is seriously deteriorated and the security system is outdated. The shell and core construction is in fair condition. However, no major deficiencies were noted. Continued use of this building by King County is subject to the upcoming program and facility master planning

### **Building/Condition District Courts**

for the District Courts. The HVAC system has recently been tested and balanced.

#### **Shoreline District Court**

This facility was built in 1991 and has no major deficiencies. There has been some water leakage indicating a need to assess the water tightness of the roof. Continued use of this building by King County is predicated on continued participation by the City of Shoreline in the County District Courts system. The floor finishes will be replaced this year. The HVAC is scheduled to be replaced in 2008.

#### **Issaquah District Court**

Built in 1998 and is aging as expected. The building is generally in good condition. Probably needs an assessment of metal roof panels and flashing. Mechanical systems are in good condition.

### **Building/Condition Non-Office Buildings**

#### **King County Correctional Facility (KCCF)**

The building was built in 1985. The building is structurally sound and is in good overall condition. The security system is currently being replaced. The following projects are underway; shower replacement, hot water pipes, and other selected HVAC upgrades. The kitchen tile floor, roofs, and HVAC chillers have all been replaced. Major renovations need to be done on the HVAC system.

#### **Animal Control Shelter**

The facility consists of two structures, one built circa 1950 and the other in 1974. The HVAC system is being upgraded to improve air distribution and cooling in the kennel and office area. The HVAC system and interior finishes will be replaced this year.

#### **Records Warehouse**

The building was constructed in 1952. The roof and HVAC system have recently been replaced. Minor structural and fire sprinkler repairs have been completed. The agency reports that they are at storage capacity and the FMD is identifying the costs associated with a records assessment and facility master plan for both records and elections.

#### **Elections Warehouse**

The building was constructed in 1952. The roof and HVAC system have recently been replaced. Minor structural and fire sprinkler repairs are scheduled in the future. The agency reports that they would like to consolidate the functions housed in this warehouse with their absentee processing center which is located in leased space. The FMD is identifying the costs associated with program and facility master planning for this function.

#### **Youth Service Center – Spruce Detention Wing**

Built in 1992, the Spruce Detention Wing is in generally good condition. However both the HVAC and electronic security system are failing pre-maturely and will be replaced next year.

## **Appendix H**

### **2011 Space Survey**

**Color Floor Plans of the seven core buildings:**

**Administration Building, Blackriver Building,  
Chinook Building, King County Courthouse,  
King Street Center, Maleng Regional Justice  
Center and the Yesler Building**

Space Plan Space Survey Color Key for Building Plans: 2/28/11



Red: office



Coral: COURTROOM SUITES



Orange: conference rooms



Yellow: other -- includes break rooms, copy rooms, and storage



Green: public circulation and reception



Indigo: shared workstation / OFC.



Blue: workstation



Purple: \_\_\_\_\_



Violet: leased to non-county organizations



Pink: areas needing review/correction















# Administration Building

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ASSESSOR 8TH FLOOR





# Administration Building



EIGHTH FLOOR PLAN



8  
OF

EIGHTH FLOOR  
AS-BUILT PLAN

DATE:	
BY:	
CHECKED:	
APPROVED:	

## KING COUNTY ADMINISTRATION

KING COUNTY ADMINISTRATION BUILDING  
500 FOURTH AVENUE  
SEATTLE, WASHINGTON 98104

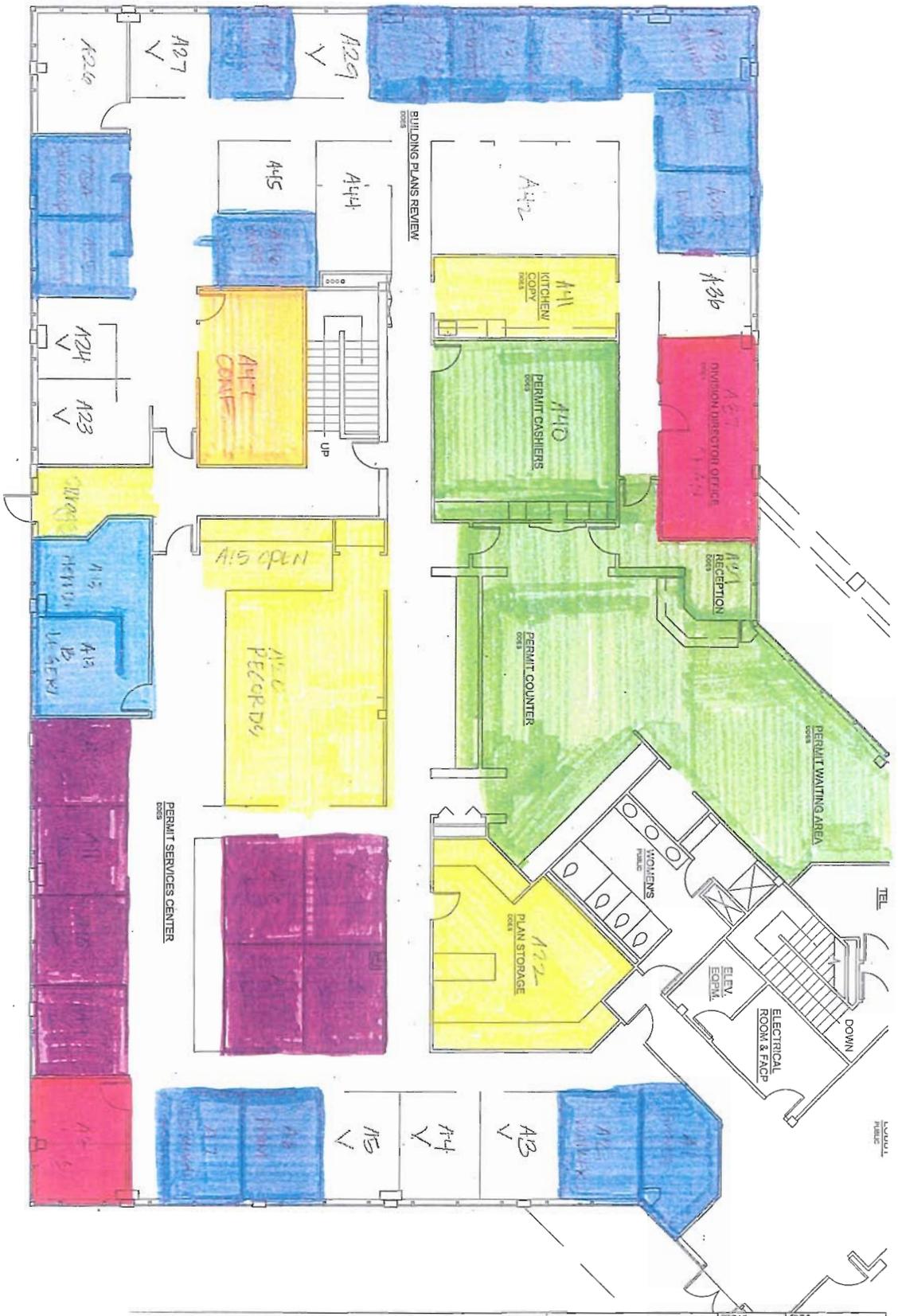
King County  
Capital Building  
500 Fourth Avenue  
Seattle, WA 98104  
Tel: 206.462.3000  
Fax: 206.462.3001  
www.kingcounty.gov





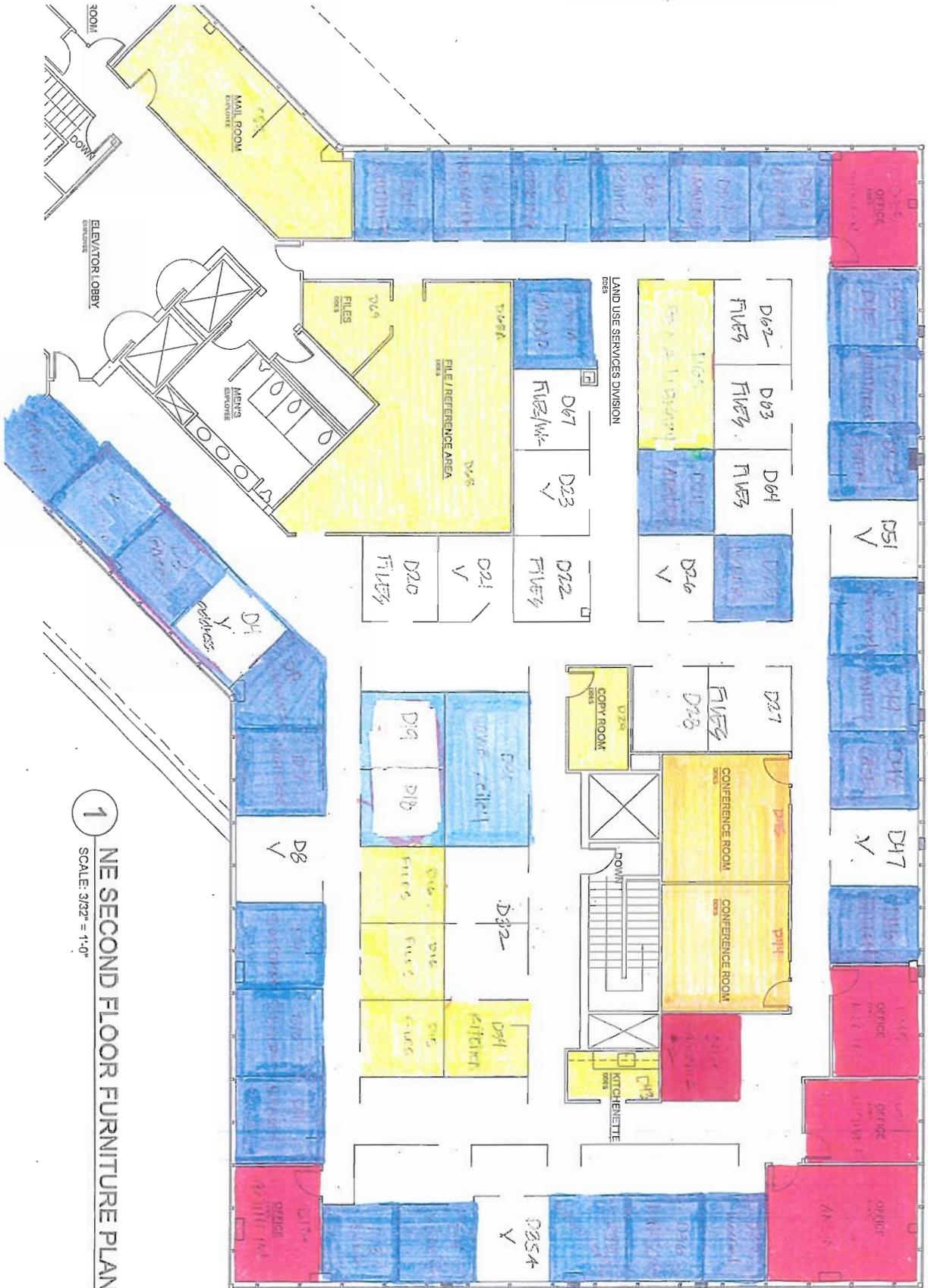


# Blackriver Building



1 SW FIRST FLOOR FURNITURE PLAN  
 SCALE: 3/32" = 1'-0"

# Blackriver Building



1 NE SECOND FLOOR FURNITURE PLAN  
SCALE: 3/32" = 1'-0"



# Blackriver Building



1 NE THIRD FLOOR FURNITURE PLAN  
SCALE: 3/32" = 1'-0"



# Chinook Building

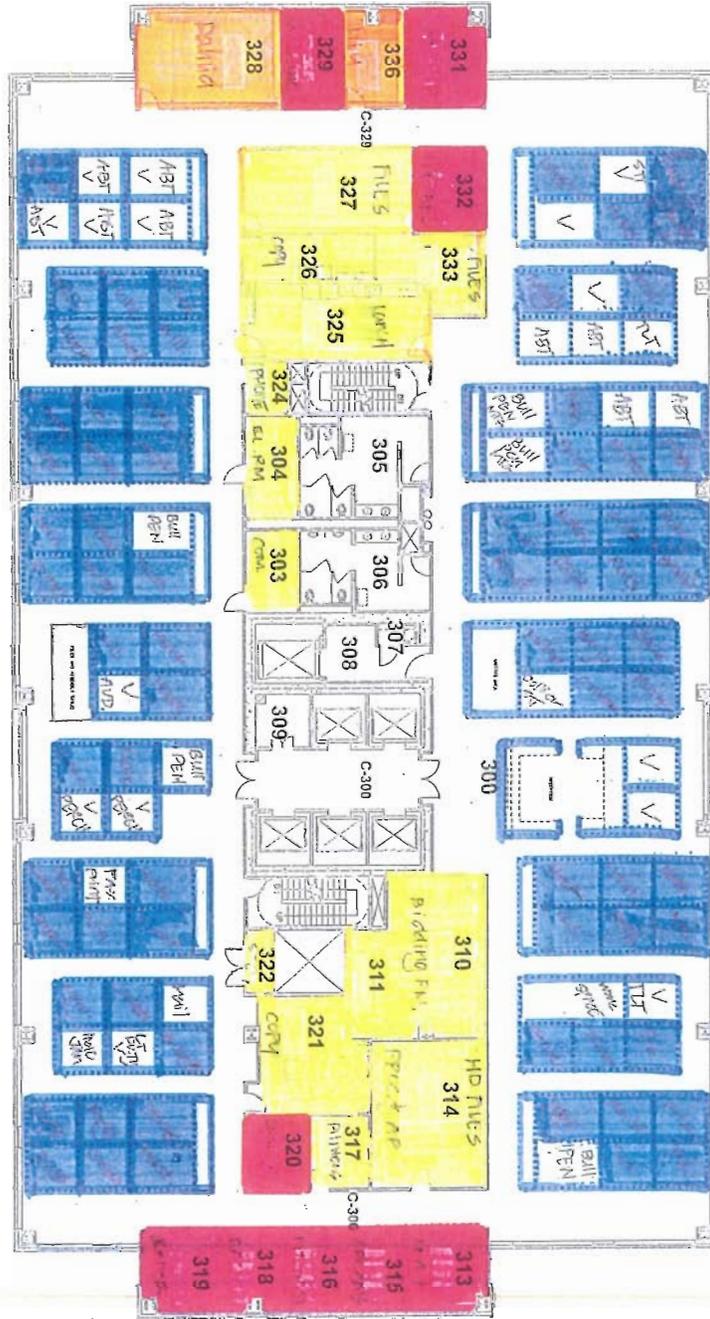


OF <b>1</b>	 <b>King County</b>	Department of Executive Services Facilities Management Division Capital Planning and Development 509 Fourth Avenue, Room 320 Seattle, Washington 98104 Tel: (206) 305-1186   Fax: (206) 296-0186	<b>CHINOOK BUILDING</b>		FLOOR 1 PLAN		PROJECT: _____	PAGE: _____
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# Chinook Building

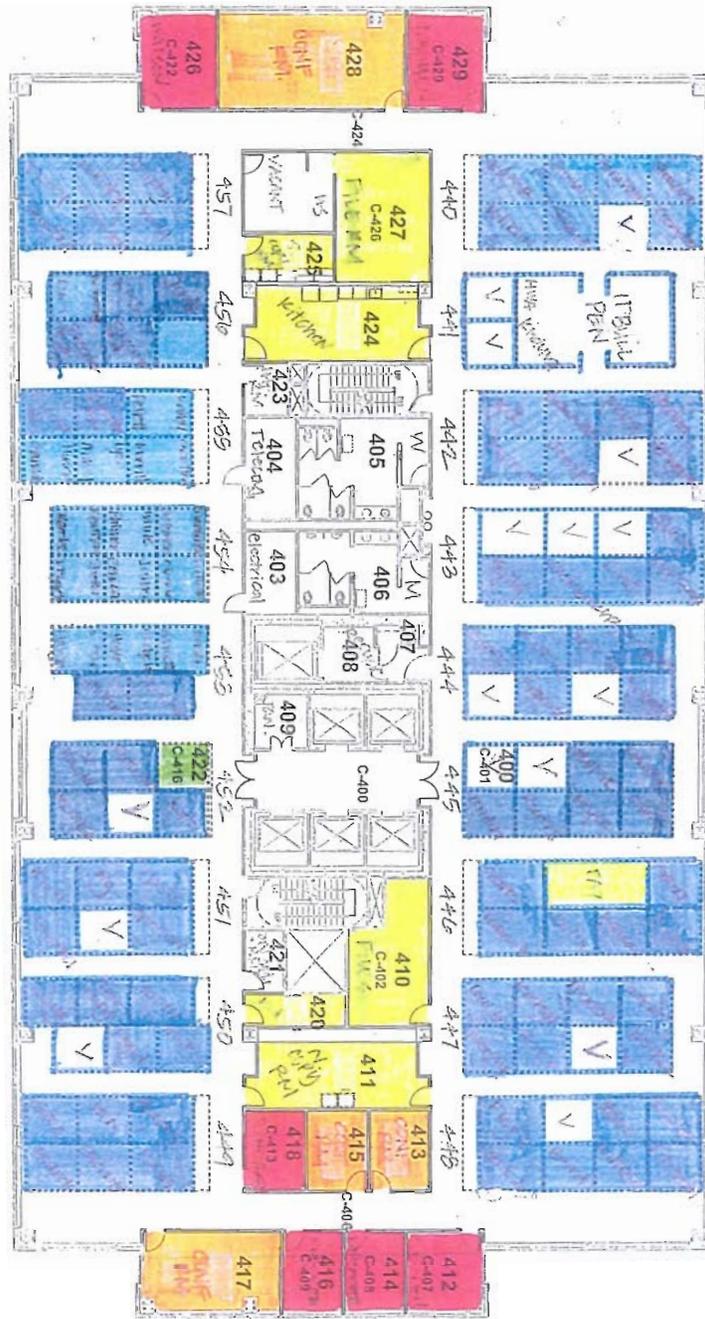
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# Chinook Building

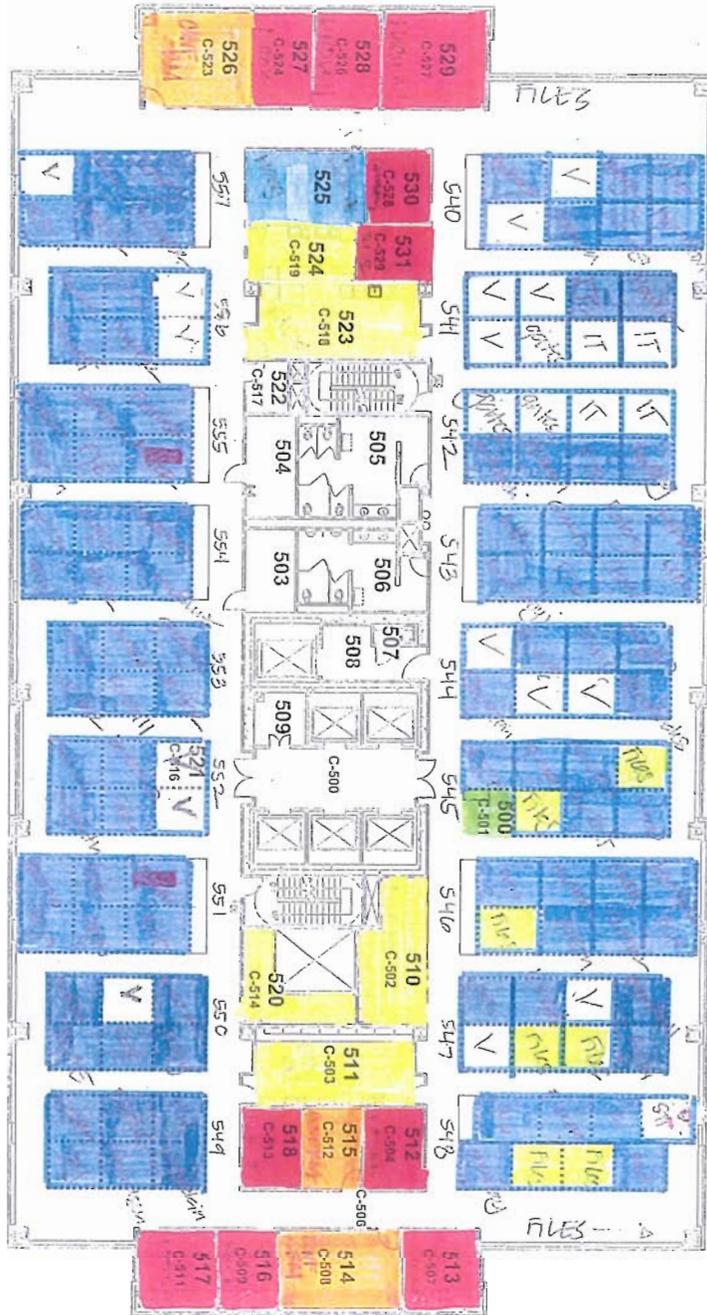
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# Chinook Building

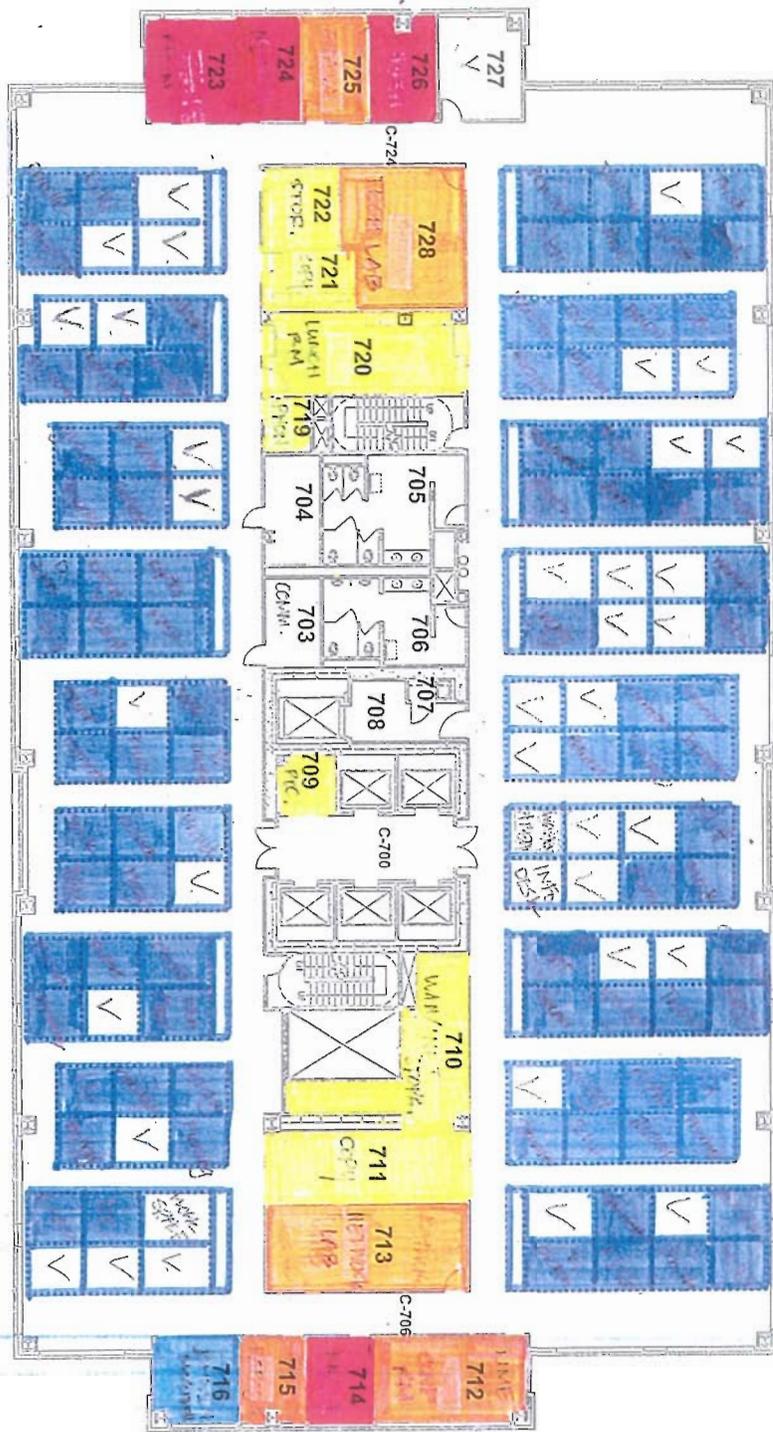
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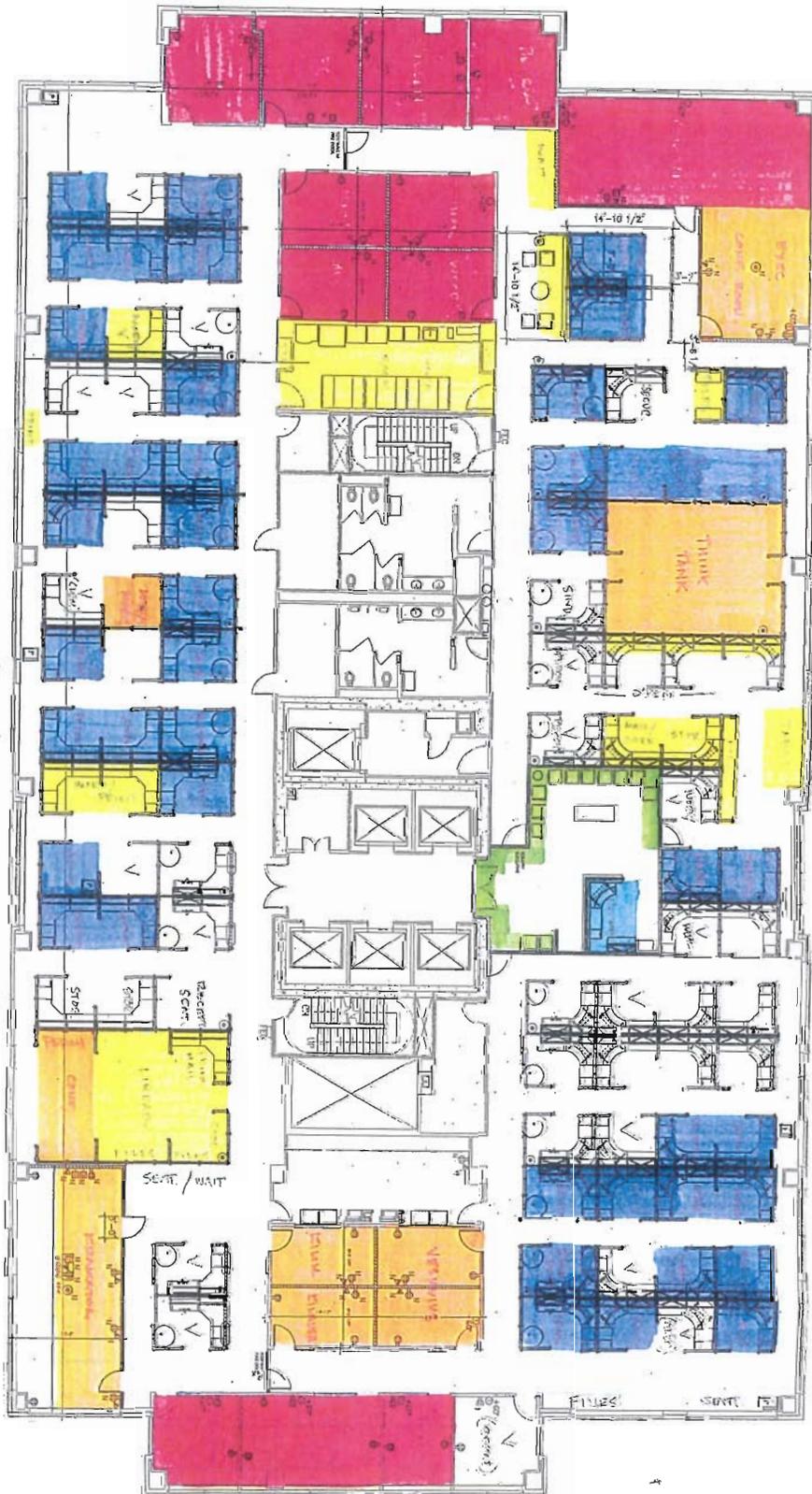


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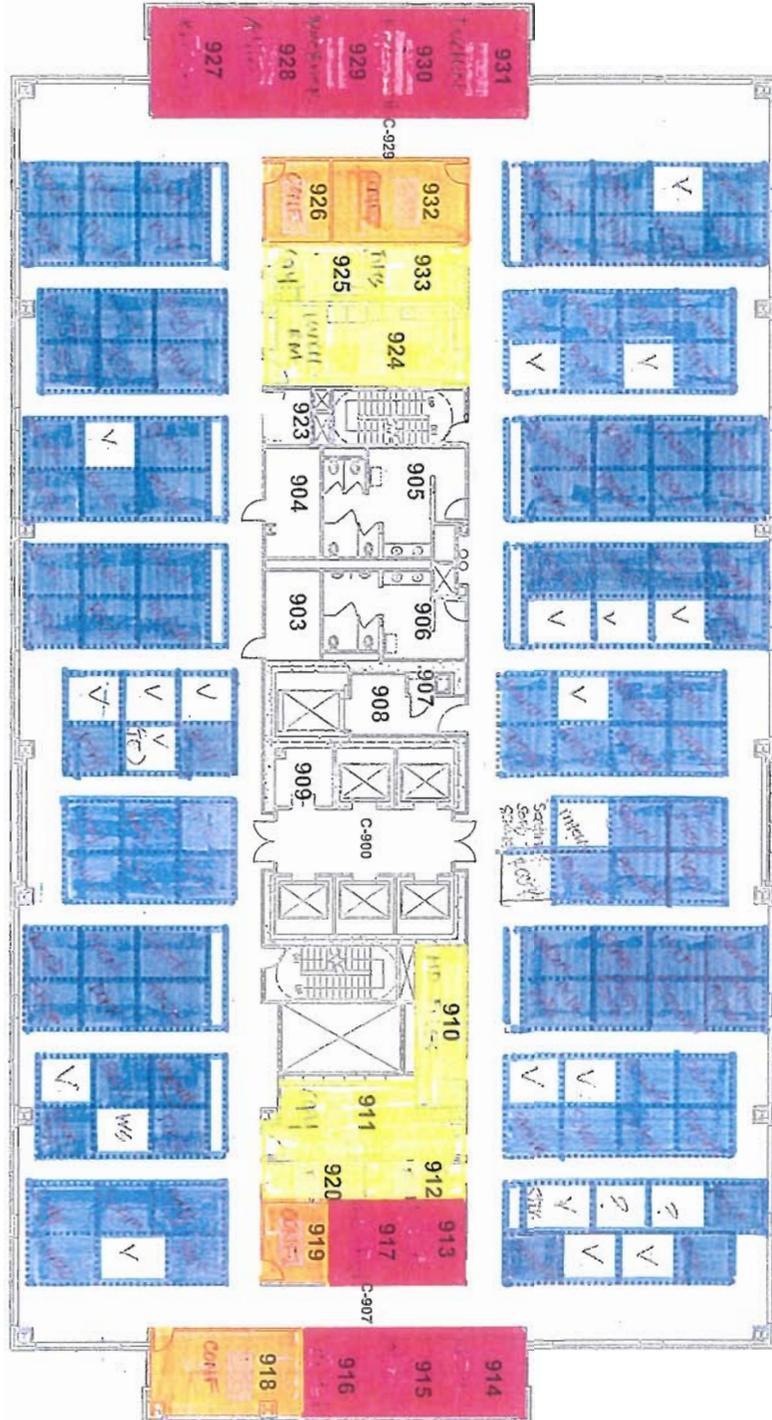


# Chinook Building



# Chinook Building

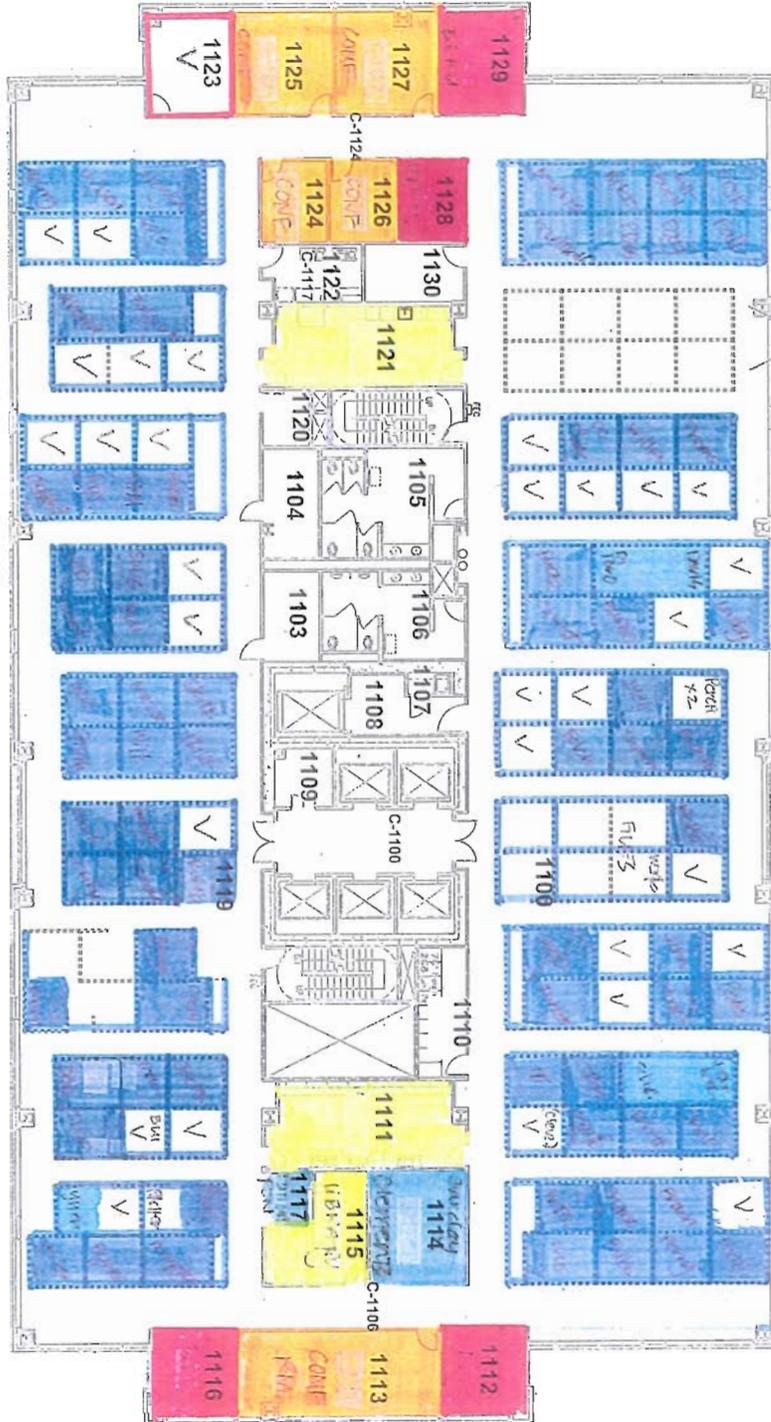
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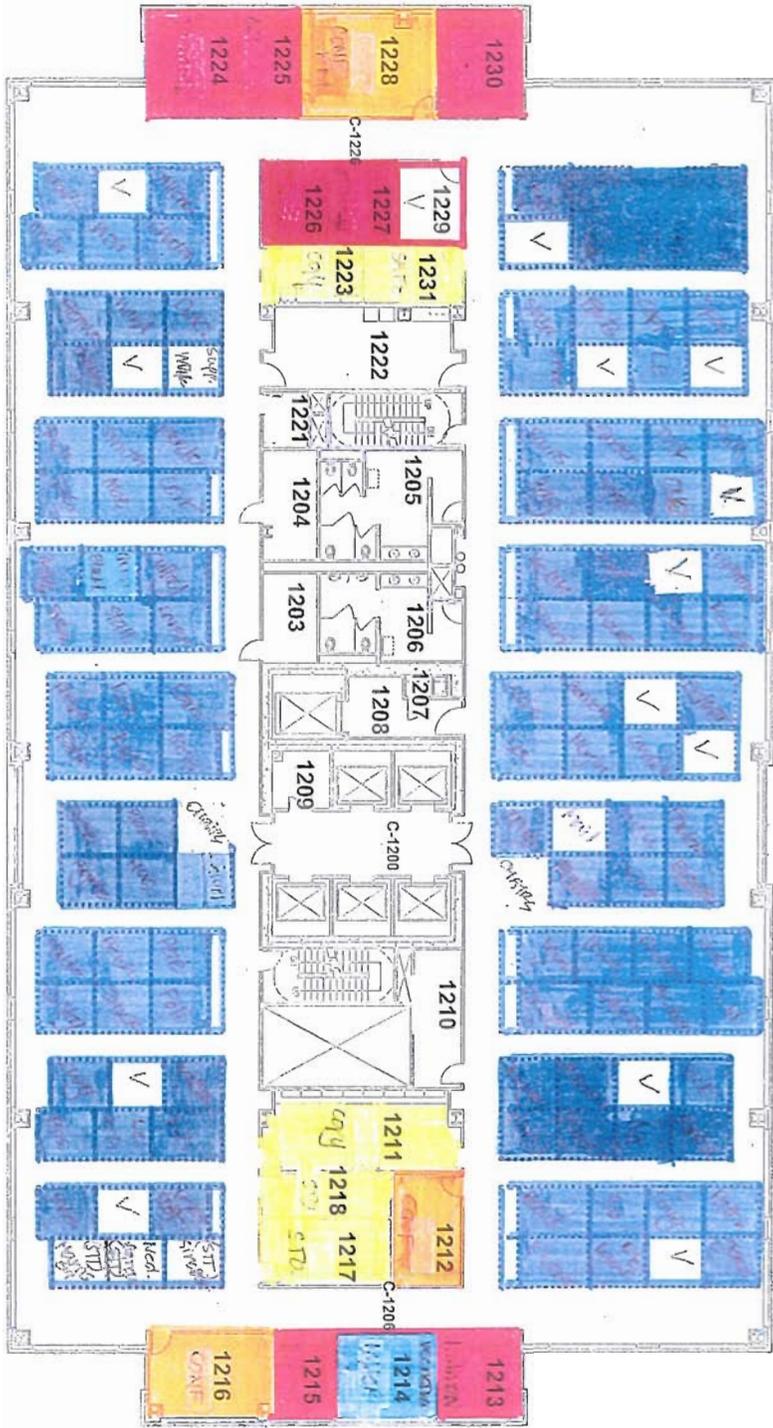


# Chinook Building

11th FLOOR  
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# Chinook Building



12th FLOOR  
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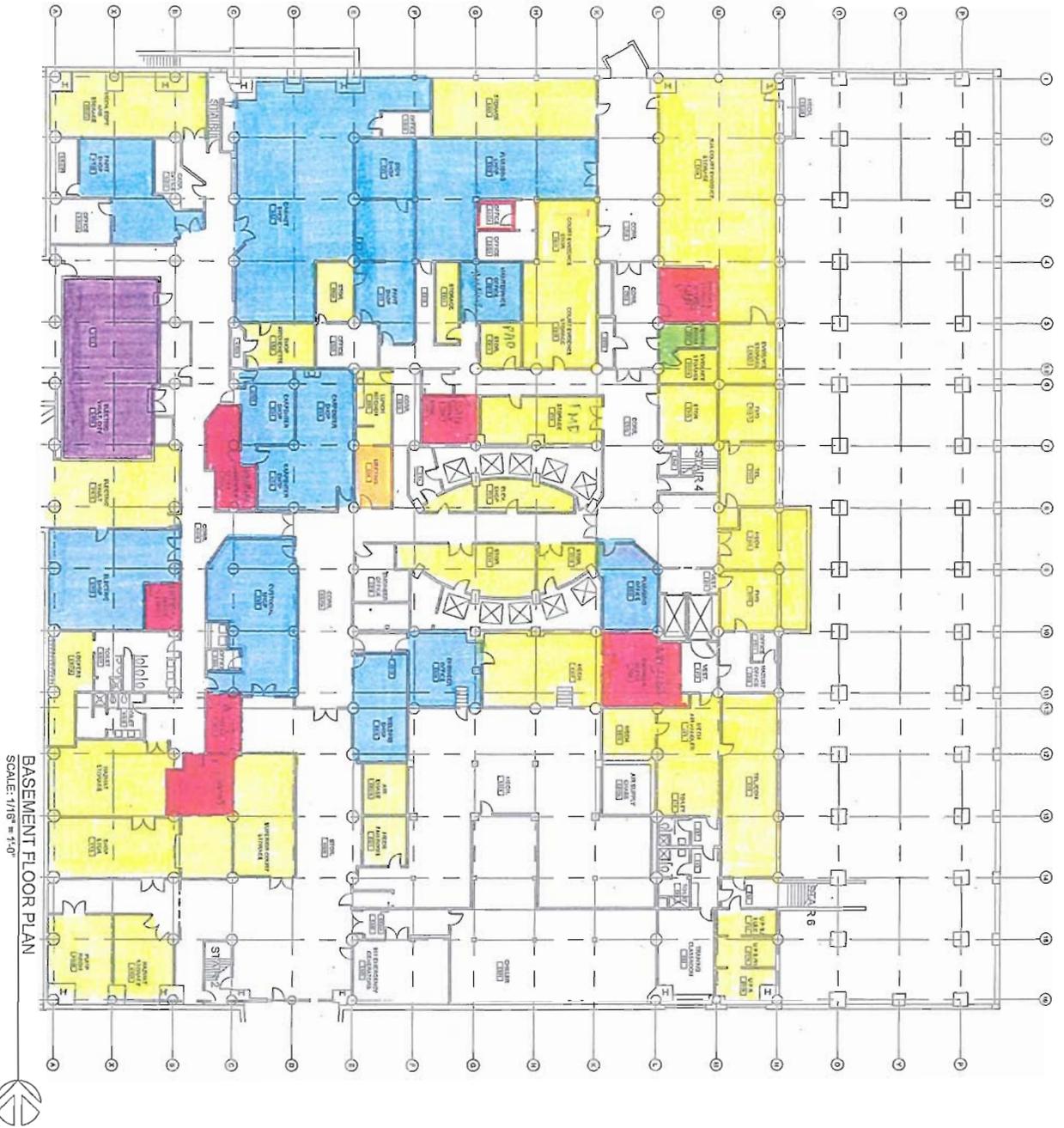
# Chinook Building

## 13th FLOOR

1/8" = 1'-0"



# King County Courthouse



BASEMENT FLOOR PLAN  
SCALE: 1/16" = 1'-0"

	<b>Department of Executive Services</b> Facilities Management Division Capital Planning and Development King County Administration Building 500 Fourth Avenue, Room 330 Seattle, Washington 98104 Telephone: (206) 236-1622   Fax: (206) 296-0186	KING COUNTY COURTHOUSE 316 THIRD AVENUE SEATTLE, WASHINGTON 98104		BASEMENT FLOOR PLAN		
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# King County Courthouse



FIRST FLOOR PLAN  
SCALE: 1/8" = 1'-0"

 <b>King County</b>	Department of Executive Services Facilities Management Division Capital Planning and Development King County Administration Building 500 Fifth Avenue, Room 320 Seattle, Washington 98104 Telephone (206) 296-1222   Fax (206) 296-0185	KING COUNTY COURTHOUSE 515 THIRD AVENUE SEATTLE, WASHINGTON 98104	FIRST FLOOR PLAN	PROJ# 020-A-FP-01.dwg FILE# 020-A-FP-01.dwg
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# King County Courthouse



LEVEL 1A FLOOR PLAN  
SCALE: 1/16" = 1'-0"

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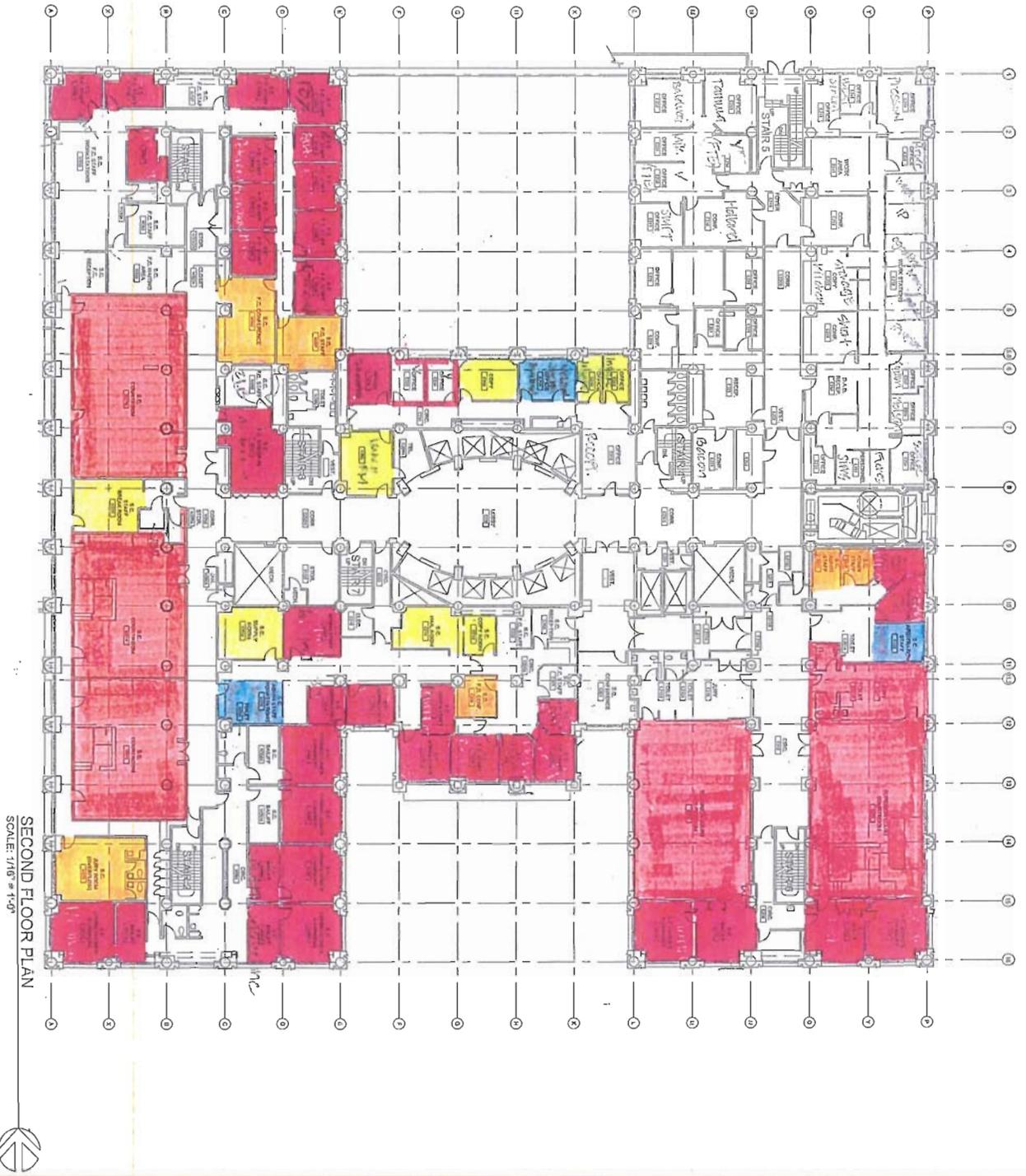
Department of Executive Services  
Facilities Management Division  
Capital Planning and Development  
King County Administration Building  
530 Fourth Avenue, Room 220  
Seattle, Washington 98104  
Telephone (206) 296-1822 | Fax (206) 296-0184

KING COUNTY COURTHOUSE  
516 THIRD AVENUE  
SEATTLE, WASHINGTON 98104

LEVEL 1A FLOOR PLAN

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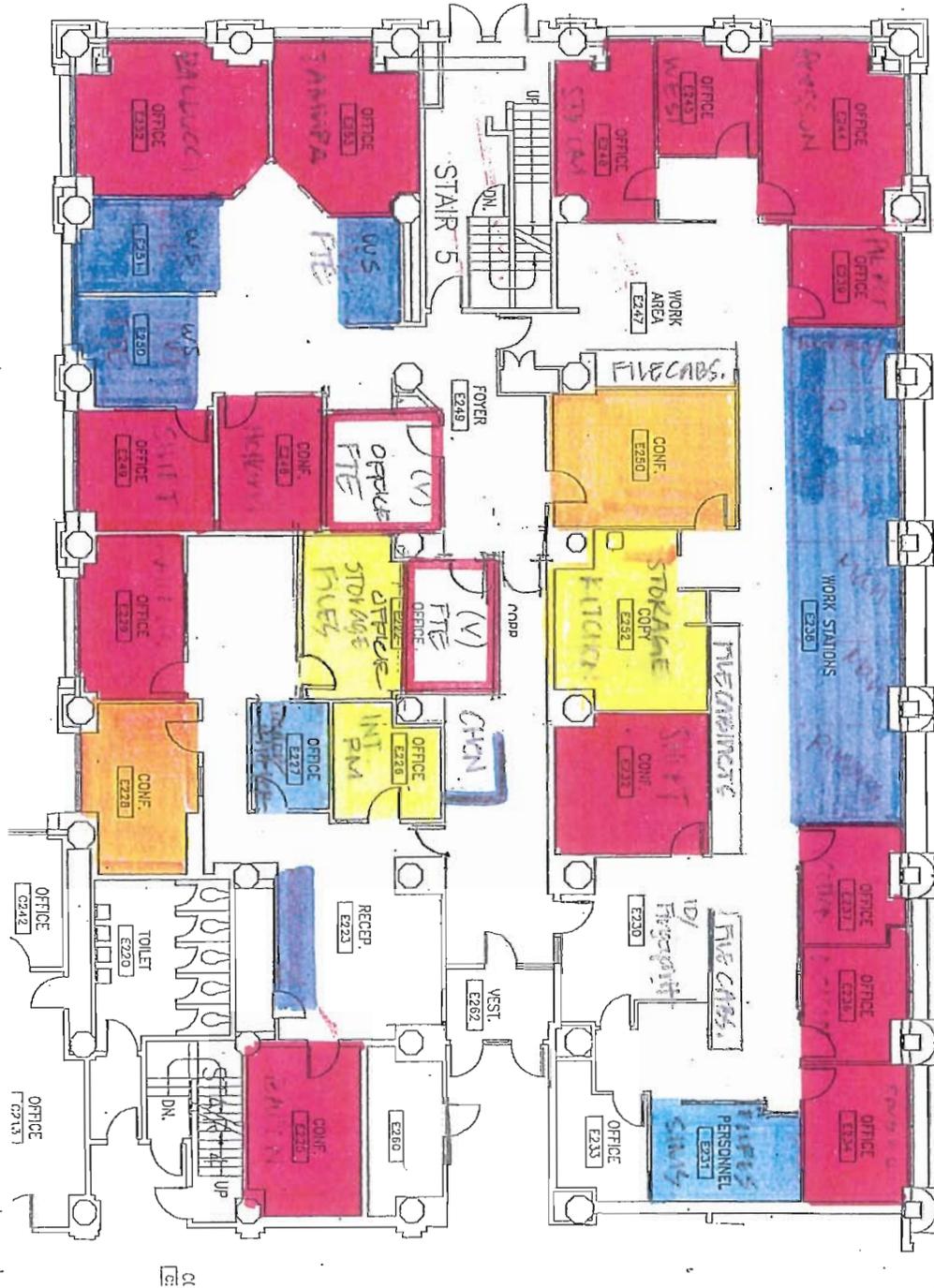
# King County Courthouse



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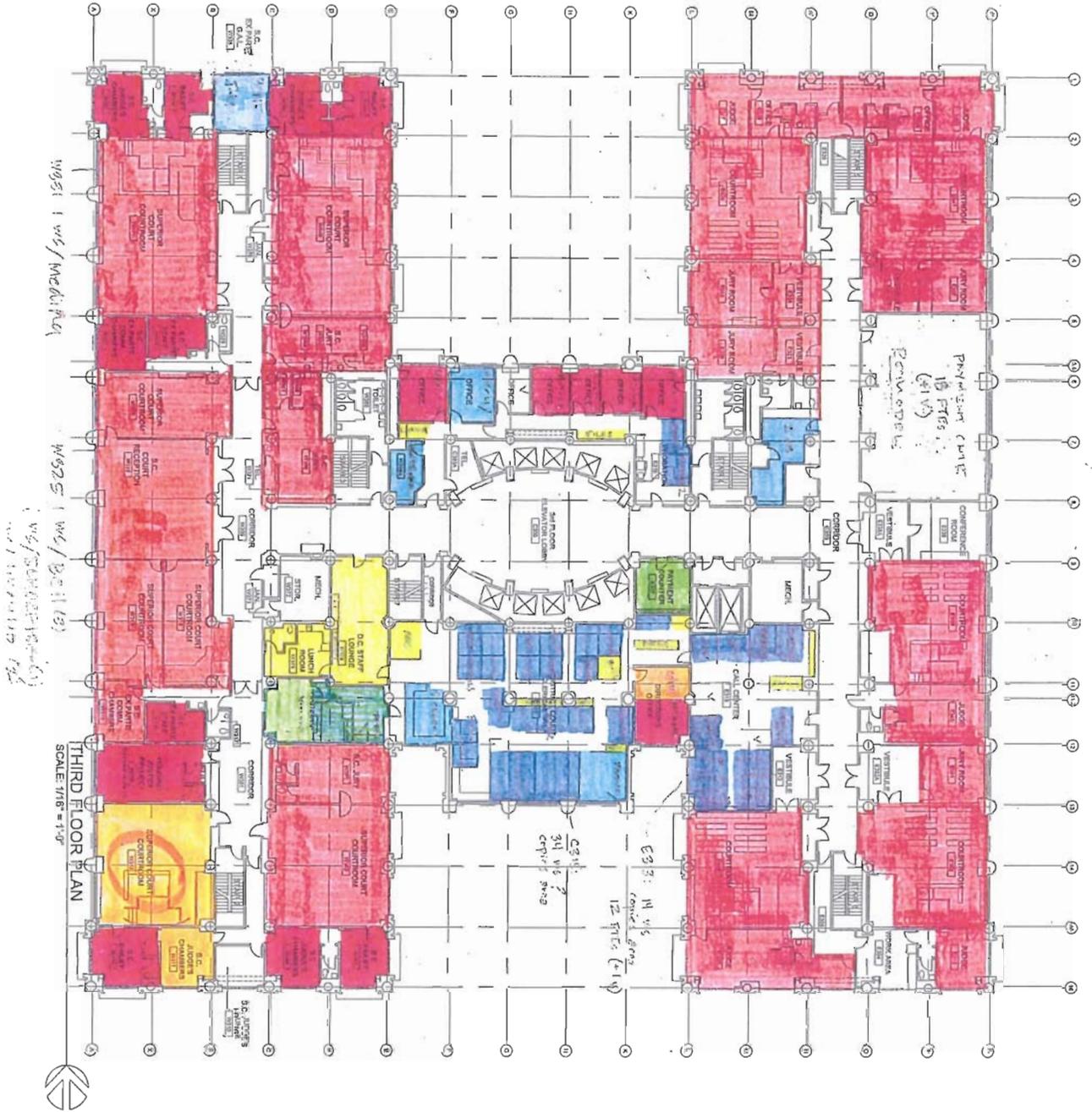
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# King County Courthouse



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 2011

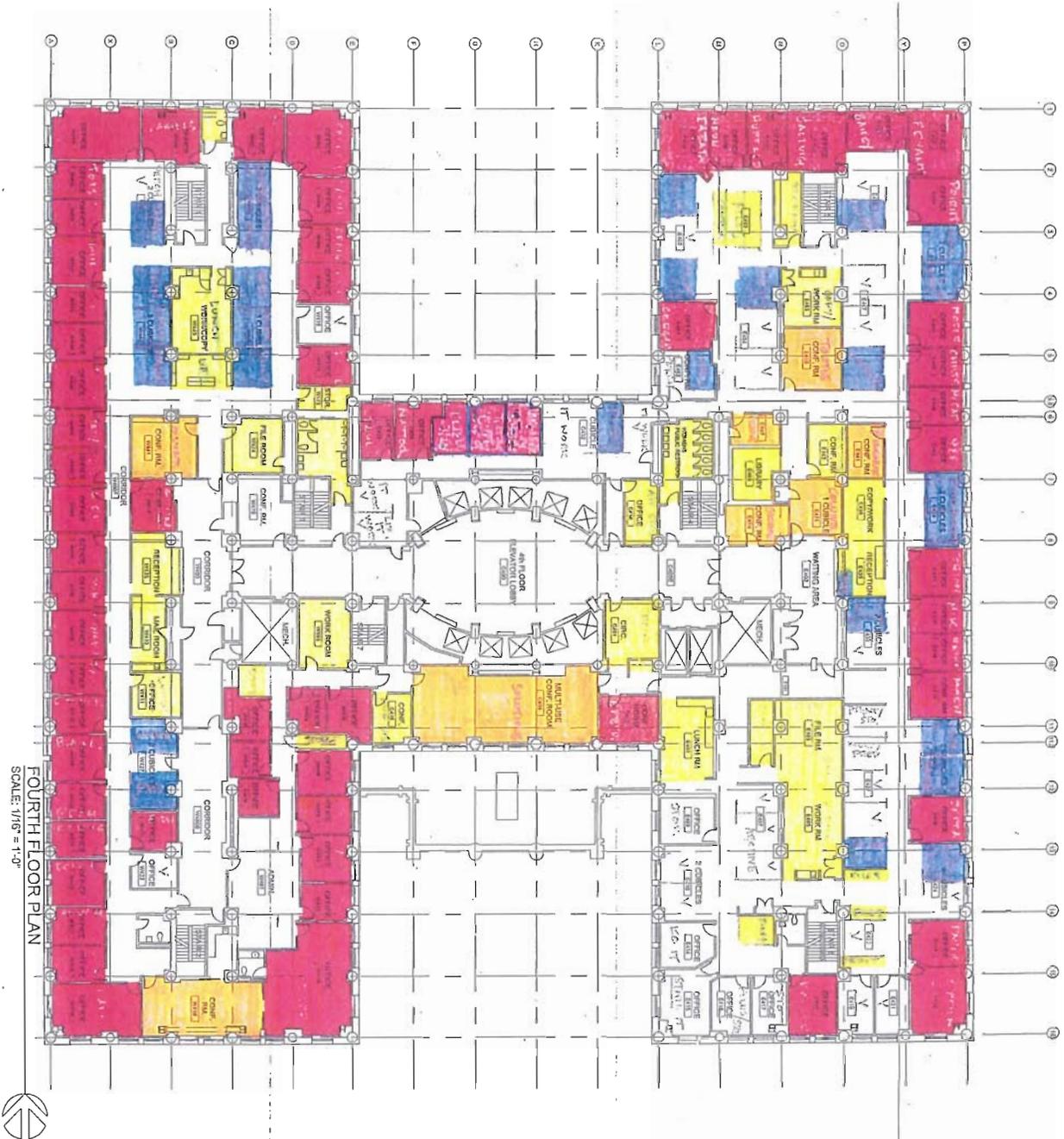
# King County Courthouse



OF	3	<p>Department of Executive Services Facilities Management Division Capital Planning and Development King County Administration Building 500 Fourth Avenue, Room 400 Seattle, Washington 98104 Telephone (206) 296-3822   Fax (206) 296-3136</p>	<p>KING COUNTY COURTHOUSE 518 THIRD AVENUE SEATTLE, WA 98104</p>	<p>THIRD FLOOR PLAN</p>	<p>PROJ# 305753</p>	<p>FILE# A-PP-0324</p>
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 THIRD FLOOR PLAN

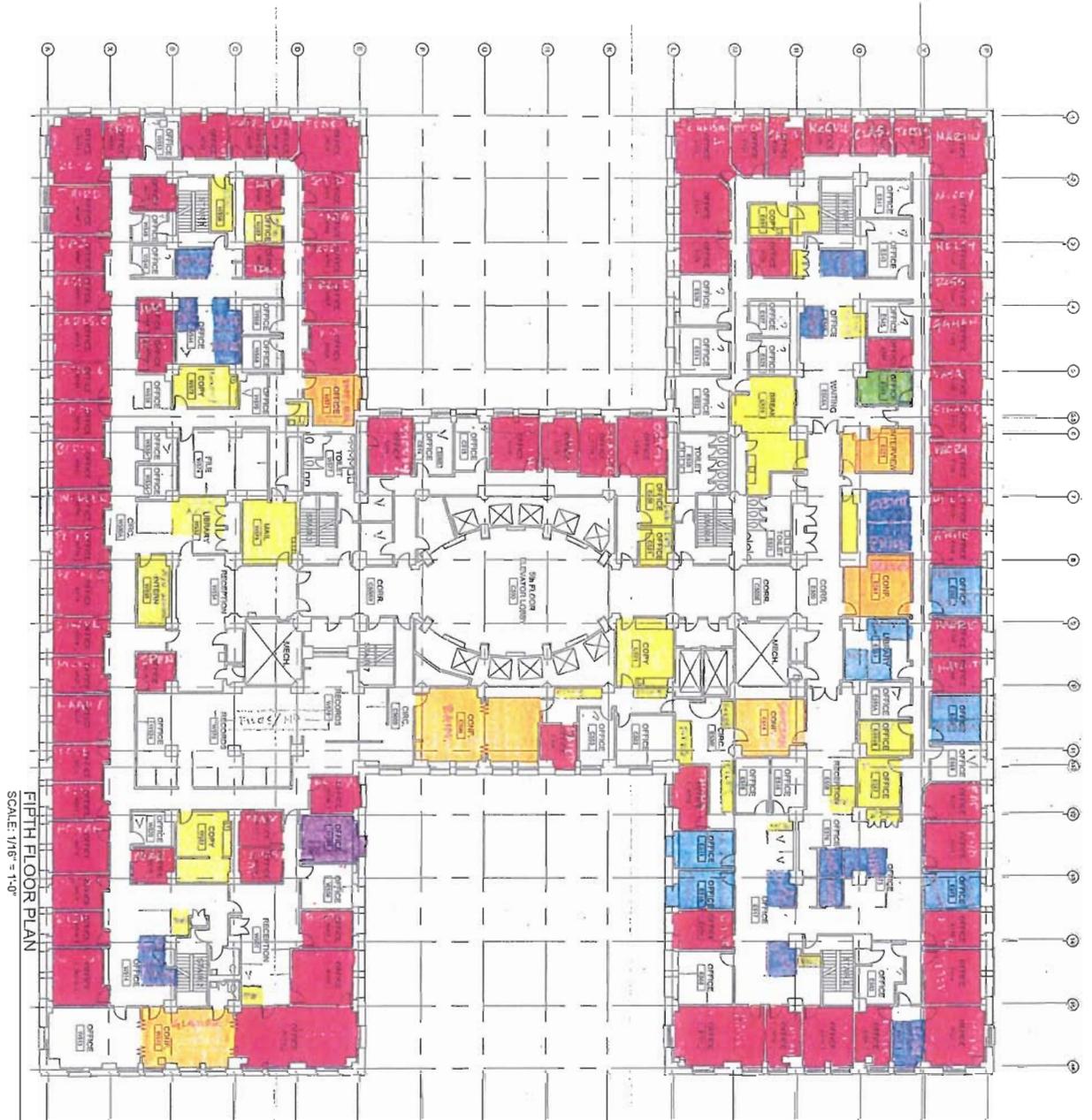
# King County Courthouse



FOURTH FLOOR PLAN  
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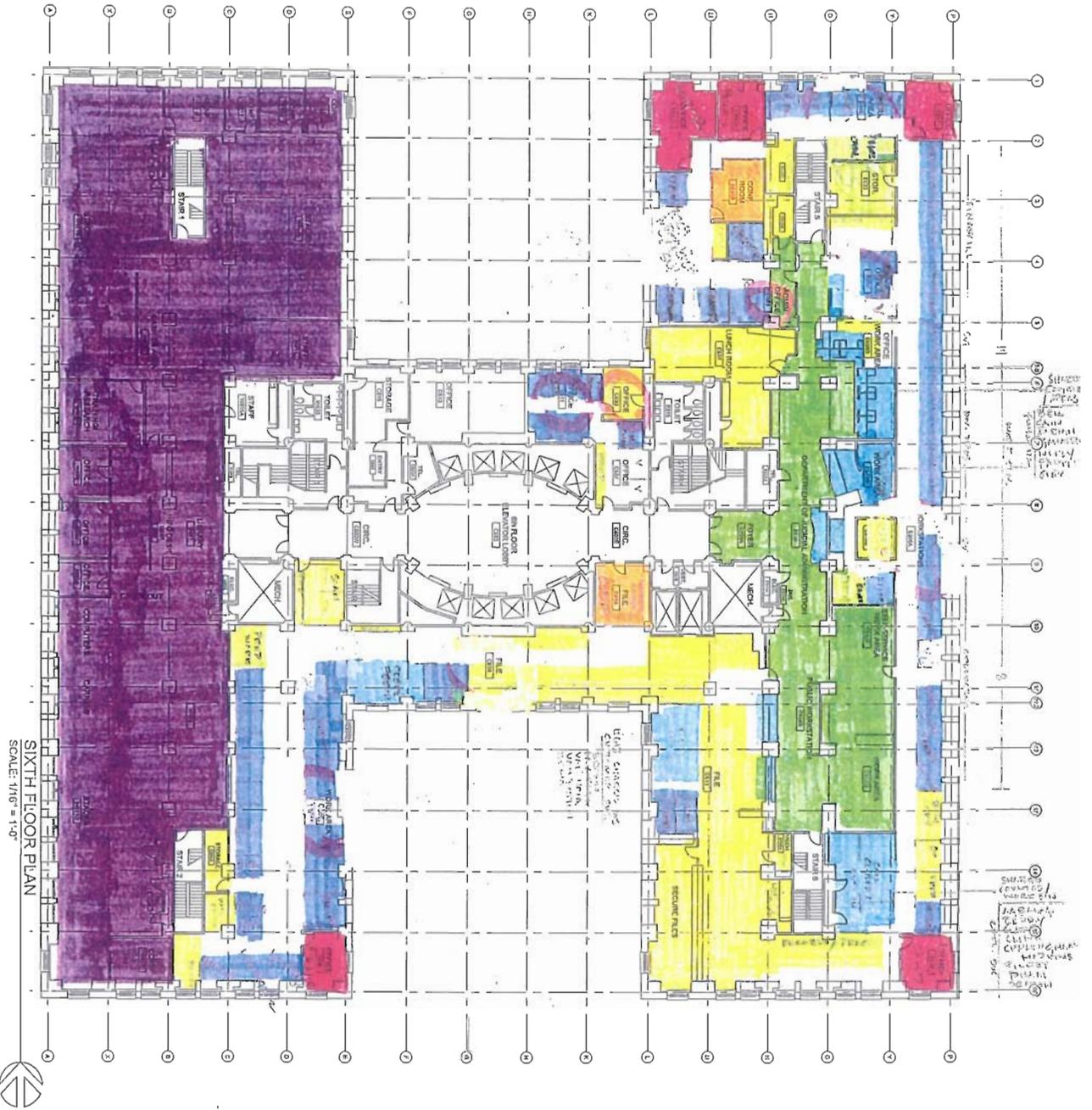
# King County Courthouse



FIFTH FLOOR PLAN  
SCALE: 1/8" = 1'-0"

OF	5	 <p>Department of Executive Services Facilities Management Division Capital Planning and Development King County Administration Building 500 Fourth Avenue, Room 240 Seattle, Washington 98101 Telephone (206) 396-1834, Fax (206) 396-0136</p>	<p>KING COUNTY COURTHOUSE 510 THIRD AVENUE SEATTLE, WASHINGTON 98104</p>	FIFTH FLOOR PLAN	<table border="1"> <tr> <td>PROJ #</td> <td>FILE #</td> </tr> <tr> <td>DATE</td> <td>REVISION</td> </tr> <tr> <td>DRAWN</td> <td>DT</td> </tr> <tr> <td>CHECKED</td> <td></td> </tr> </table>	PROJ #	FILE #	DATE	REVISION	DRAWN	DT	CHECKED	
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# King County Courthouse

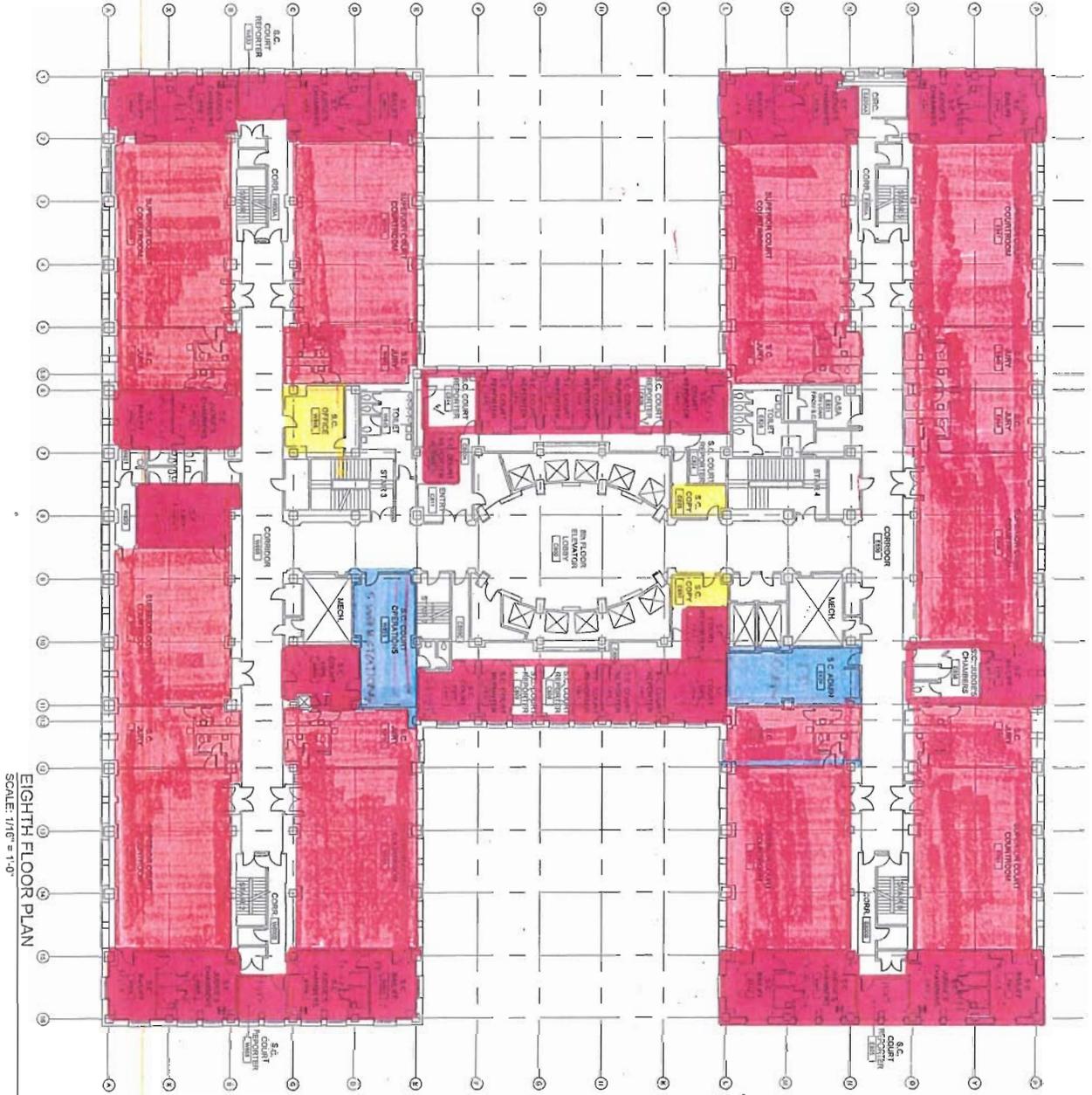


SIXTH FLOOR PLAN  
SCALE: 1/16" = 1'-0"

 King County	Department of Executive Services Facilities Management Division Capital Planning and Development		KING COUNTY COURTHOUSE 515 THIRD AVENUE SEATTLE, WASHINGTON 98104		SIXTH FLOOR PLAN		FILED 12/28/04	FILE # 128-A-FP-08.dwg	
	King County Administration Building 500 Fourth Avenue, Room 329 Seattle, Washington 98104 Telephone (206) 296-1812   Fax (206) 296-0186				DATE 4.30.07	DRAWN DT	CHECKED DT	APPROVED DT	
	OF				6				



# King County Courthouse



EIGHTH FLOOR PLAN  
SCALE: 1/16" = 1'-0"

8  
OF



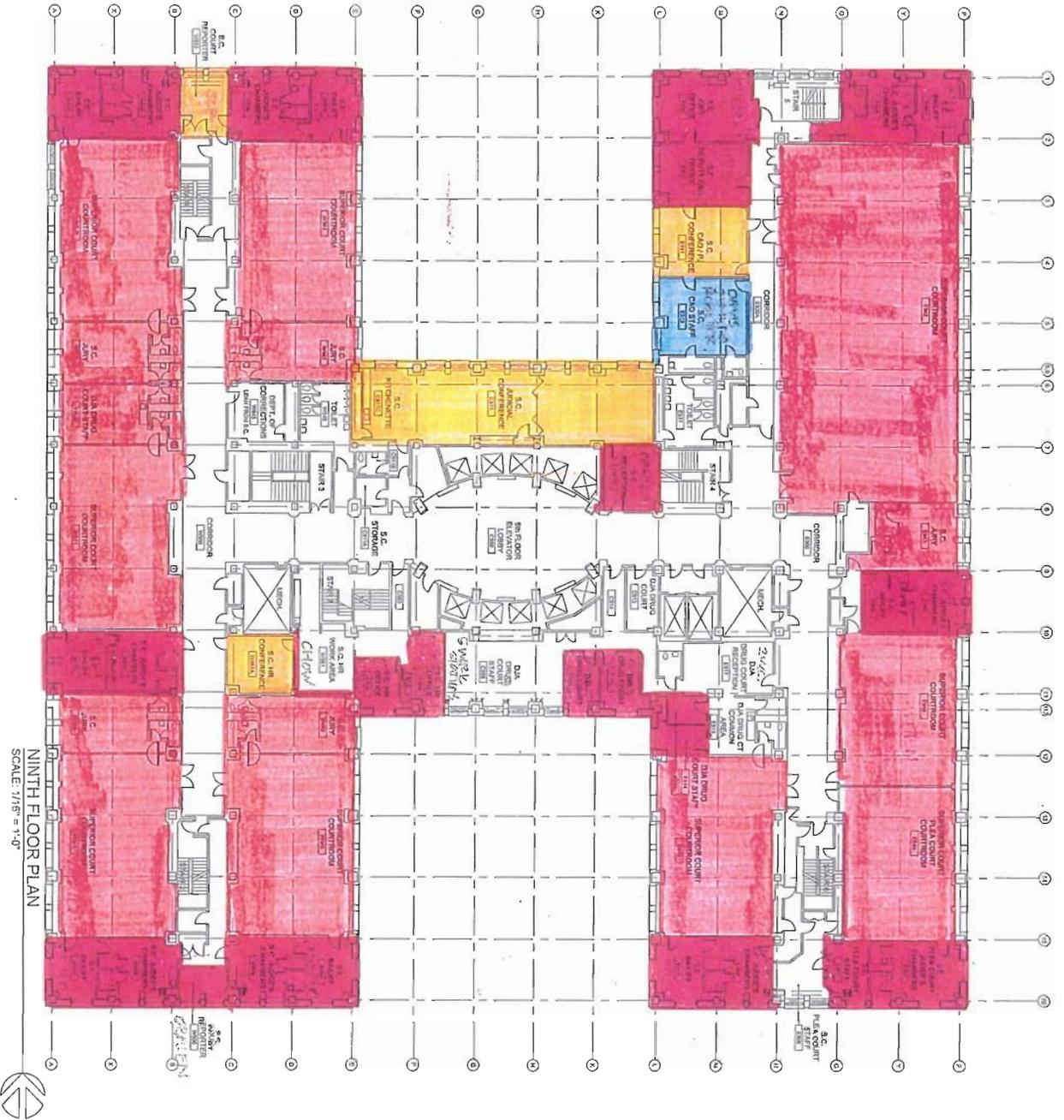
Department of Executive Services  
Facilities Management Division  
Capital Planning and Development  
King County Administration Building  
510 Fourth Avenue, Room 320  
Seattle, Washington 98104  
Telephone: (206) 296-3822 | Fax: (206) 296-2298

KING COUNTY COURTHOUSE  
516 THIRD AVENUE  
SEATTLE, WASHINGTON 98104

EIGHTH FLOOR PLAN

PROJ #	FILE #
3.13.08	025-A-PP-08.dwg
DATE	REVISION
DESIGNED BY	
CHECKED BY	

# King County Courthouse



	Department of Executive Services Facilities Management Division Capital Planning and Development King County Administration Building 500 Fourth Avenue, Room 320 Seattle, Washington 98104 Telephone (206) 296-1822, Fax (206) 296-0186	KING COUNTY COURTHOUSE 596 THIRD AVENUE SEATTLE, WASHINGTON 98104	PROJ# _____ FILE# 026-A7P-09.dwg
			DATE 4.5.07 DRAWN DT CHECKED _____

# King County Courthouse



FLOOR PLAN  
SCALE: 1/8" = 1'-0"

10  
OF

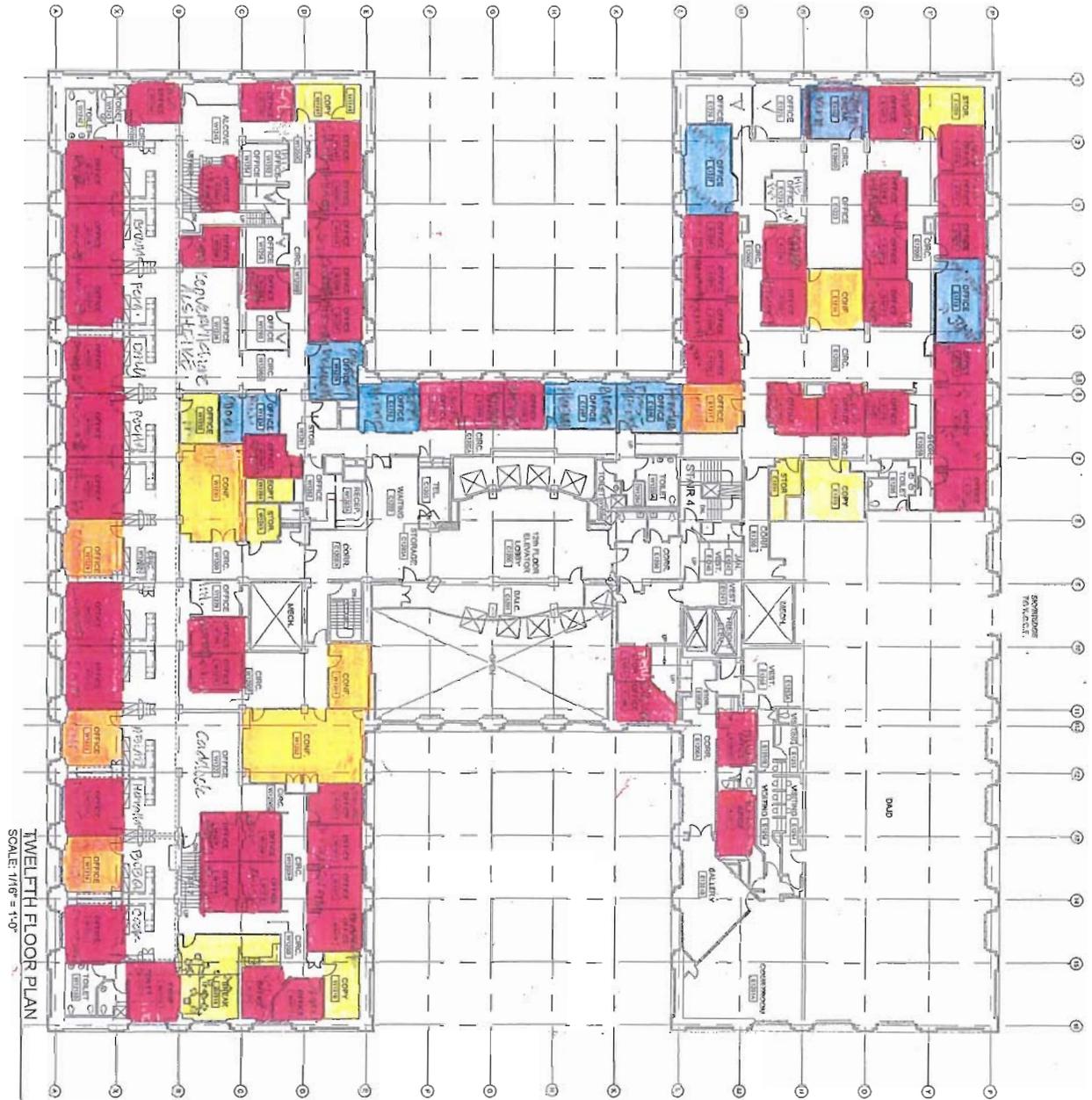
**King County**  
Department of Executive Services  
Facilities Management Division  
Capital Planning and Development  
King County Administration Building  
500 Fourth Avenue, Room 327  
Seattle, Washington 98104  
Telephone (206) 296-2422 • Fax (206) 296-6186

**KING COUNTY COURTHOUSE  
AS-BUILT FLOOR PLANS**  
KING COUNTY COURTHOUSE  
615 THIRD AVENUE  
SEATTLE, WASHINGTON 98104

TENTH FLOOR PLAN

PROJECT	FILE #	REVISION
2102	08-A-FP-10.6mg	
DRAWN	4.5.97	▲
CHECKED	DT	▲

# King County Courthouse



TWELFTH FLOOR PLAN  
SCALE: 1/16" = 1'-0"



12  
OF



Department of Executive Services  
Facilities Management Division  
Capital Planning and Scheduling  
King County Administration Building  
505 Fourth Avenue, Room 329  
Seattle, Washington 98104  
Telephone (206) 205-4316 / Fax (206) 206-0185

KING COUNTY COURTHOUSE  
516 THIRD AVENUE  
SEATTLE, WASHINGTON 98104

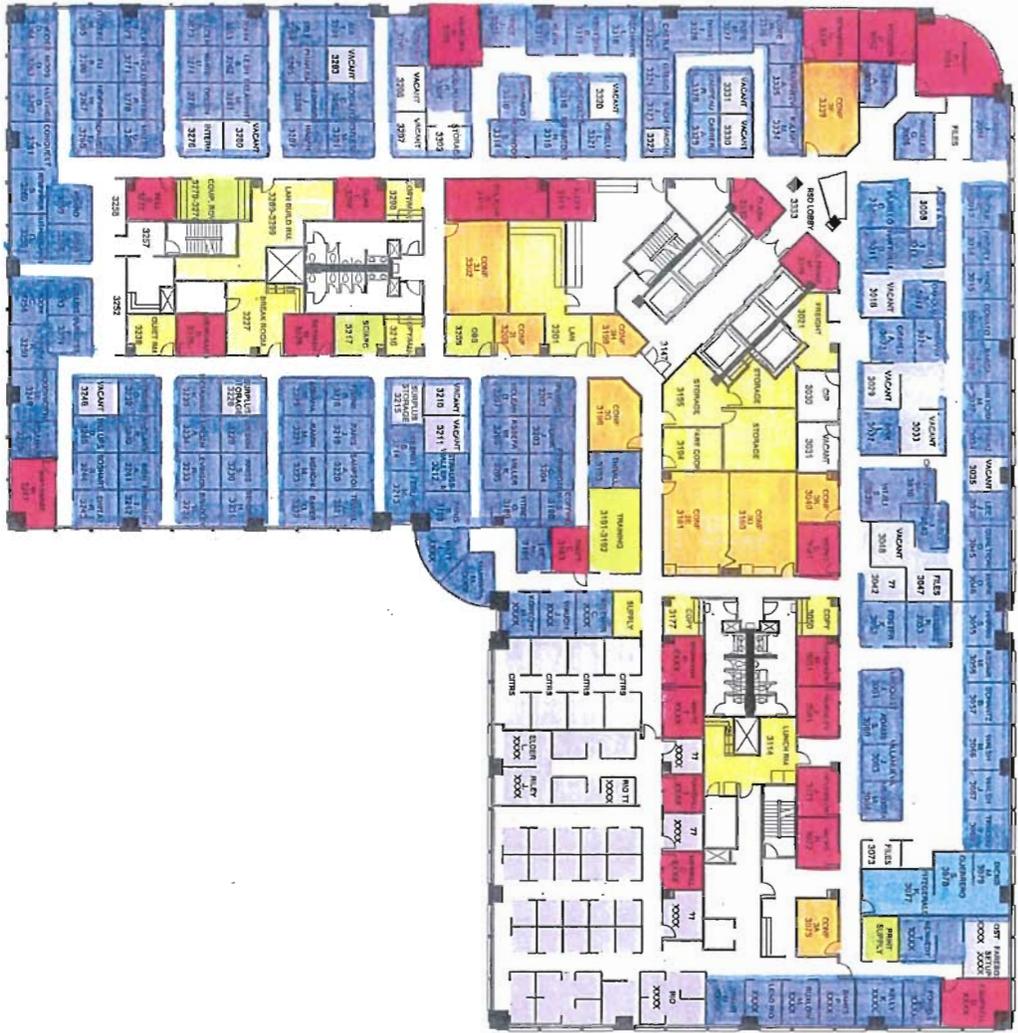
## TWELFTH FLOOR PLAN

PROJ #	FILE #
10-22-07	026-A-FP-12.dwg
DATE	REVISION
DT	
DT	
DT	





# King Street Center



Floor - 3

NOT TO SCALE

## Occupancy Study (In Progress)

JPC PROJ MGR: RM  
 JPC PROJ NO.: 10-0628  
 REVISION: 04/04/2011  
 BUILDING: 201 S Jackson Street Seattle, WA 98104

© 2010, JPC ARCHITECTS PLLC

- INFORMATION TECHNOLOGY
- SUPPORT AREAS
- ROAD SERVICES
  - ADMINISTRATION
  - HUMAN RESOURCES & FINANCE
  - ASSET MANAGEMENT & CUSTOMER SERVICE
  - BUDGET & IT
  - VEHICLE MAINTENANCE ADMIN / TECH SUPPORT / BUSINESS SYSTEMS
- SALES & CUSTOMER SERVICES
  - ADMINISTRATION
  - CUSTOMER INFORMATION OFFICE
  - CHRS
  - PASS SALES
  - VARIOUS

JPC ARCHITECTS

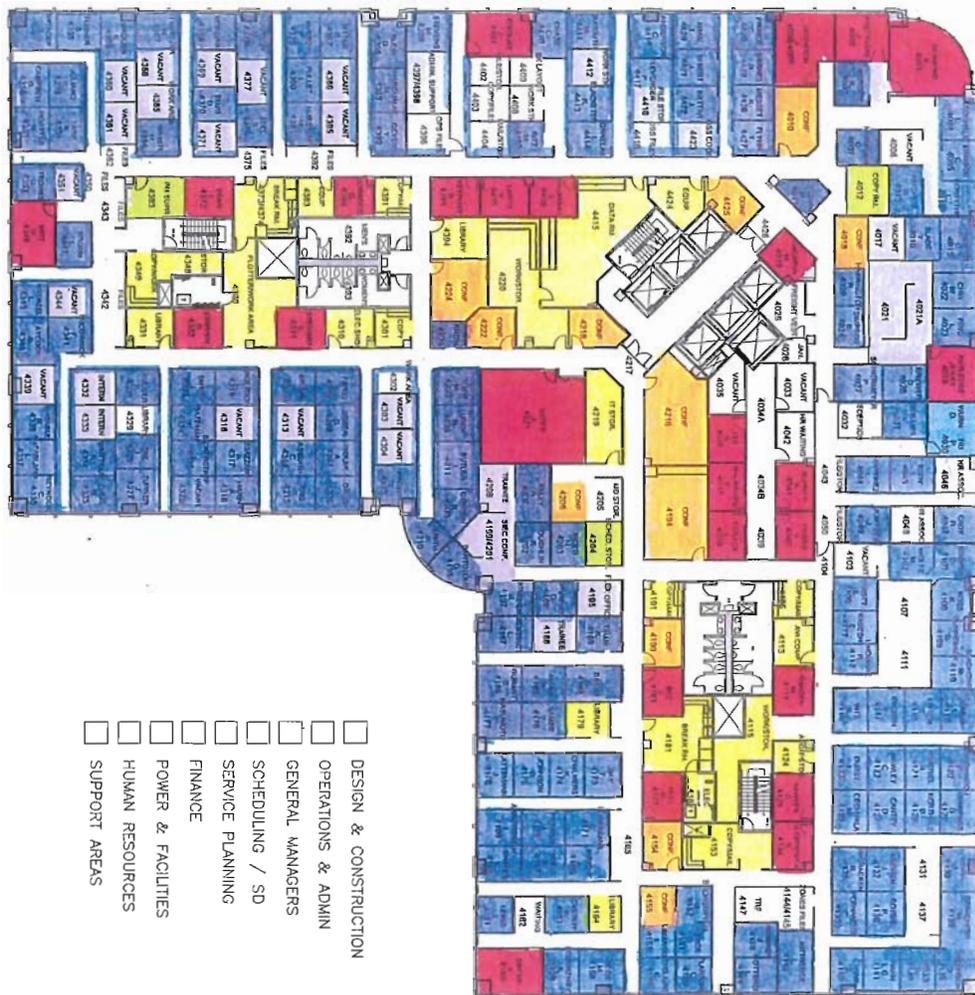
901 112th Avenue NE Suite 205  
 Bellevue, WA 98008

King Street Center Seattle

# King Street Center



Floor - 4  
NOT TO SCALE



- DESIGN & CONSTRUCTION
- OPERATIONS & ADMIN
- GENERAL MANAGERS
- SCHEDULING / SD
- SERVICE PLANNING
- FINANCE
- POWER & FACILITIES
- HUMAN RESOURCES
- SUPPORT AREAS

## Occupancy Study (in Progress)

JPC PROJ MGR: RM  
 JPC PROJ NO.: 10-0628  
 REVISION: 04/04/2011  
 BUILDING: 201 S Jackson Street Seattle, WA 98104

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JPC ARCHITECTS

837 11261 Avenue 7th Suite 206  
 Bellevue, WA 98004

# King Street Center Seattle

# King Street Center



Floor - 5

NOT TO SCALE



## Occupancy Study (In Progress)

JPC PROJ MGR: RM  
 JPC PROJ NO.: 10-0628  
 REVISION: 04/04/2011  
 BUILDING: 201 S Jackson Street Seattle, WA 98104

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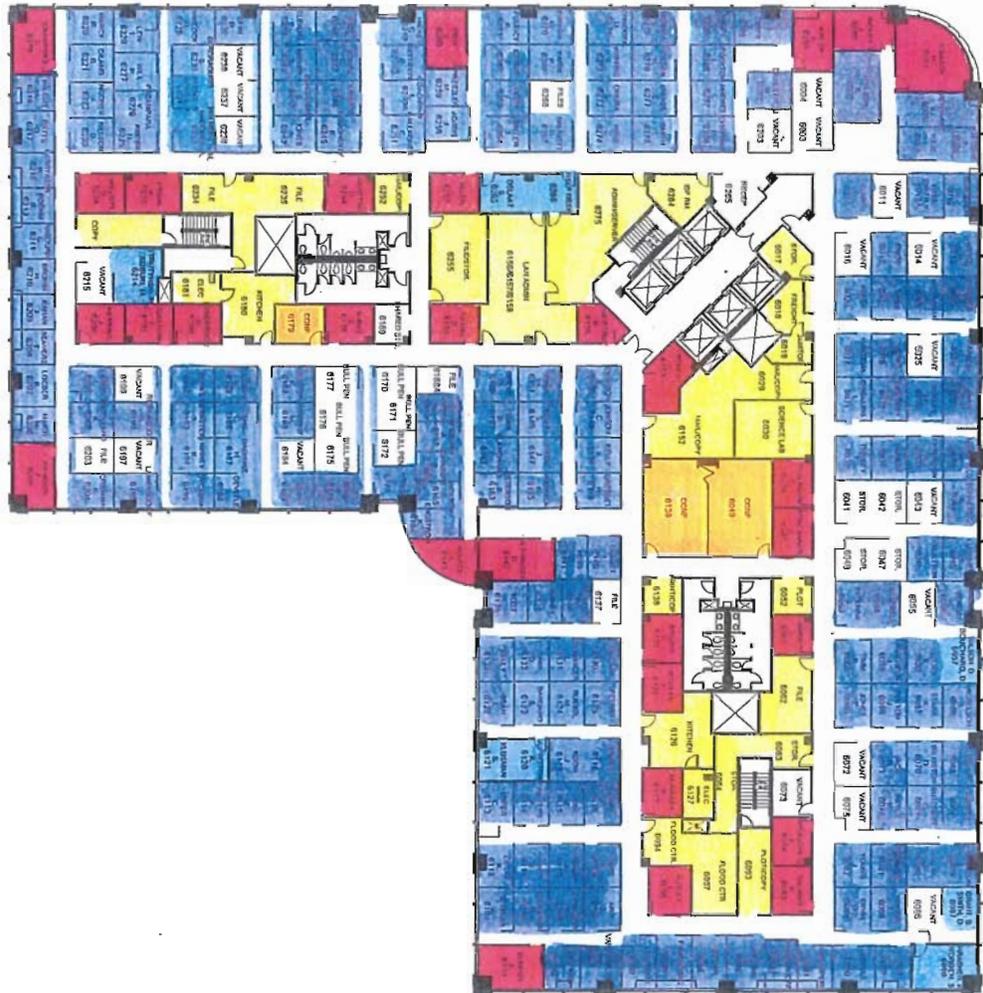
**JPC ARCHITECTS**  
 401 3rd Avenue NE Suite 205  
 Bellevue, WA 98004

# King Street Center Seattle

# King Street Center



Floor - 6  
NOT TO SCALE



## Occupancy Study (In Progress)

JPC PROJ MGR: RM  
 JPC PROJ NO.: 10-0628  
 REVISION: 04/04/2011  
 BUILDING: 201 S Jackson Street Seattle, WA 98104

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JPC ARCHITECTS

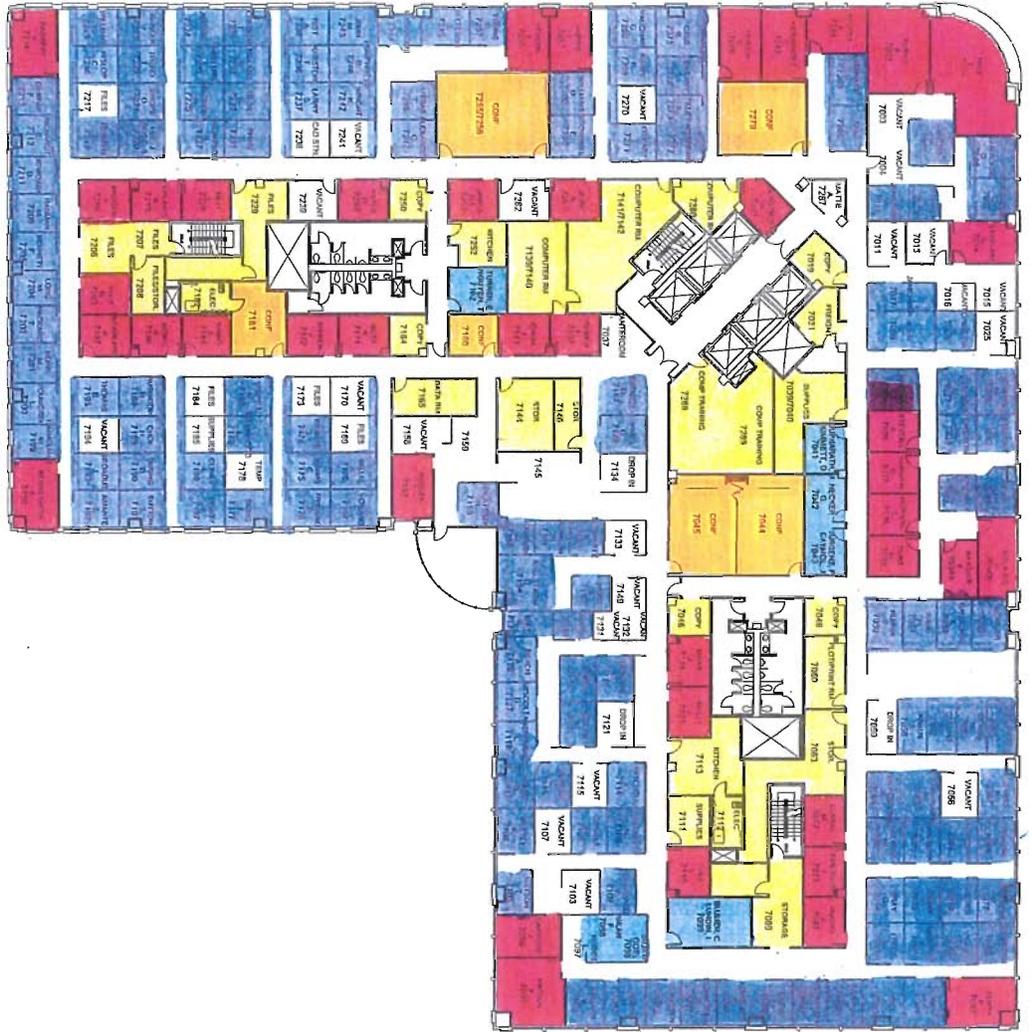
109 112th Avenue NE Suite 206  
 Bellevue, WA 98004

# King Street Center Seattle

# King Street Center



Floor - 7  
NOT TO SCALE



## Occupancy Study (In Progress)

JPC PROJ MGR: RM  
 JPC PROJ NO.: 10-0628  
 REVISION: 04/04/2011  
 BUILDING: 201 S Jackson Street Seattle, WA 98104

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JPC ARCHITECTS

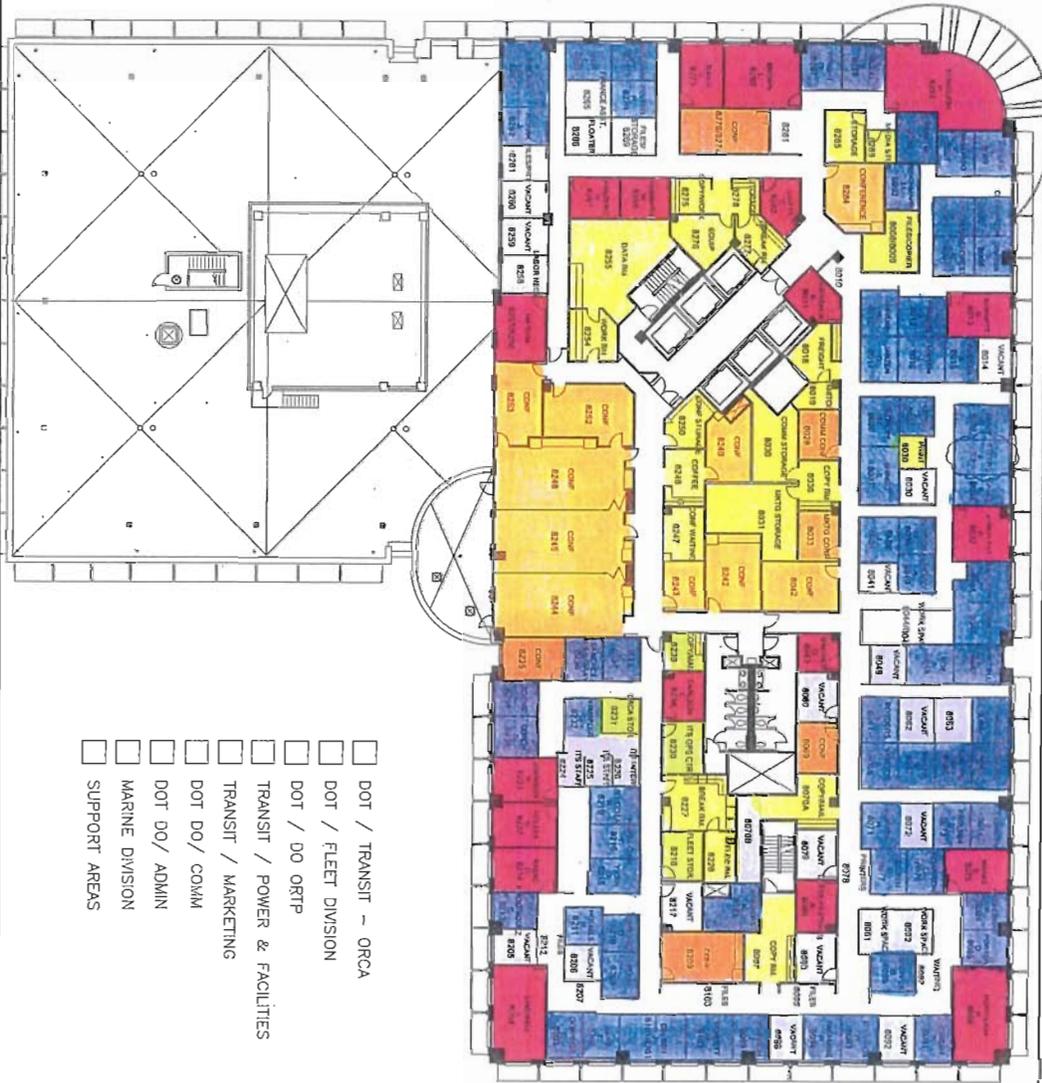
109 112th Avenue NE Suite 206  
 Bellevue, WA 98004

King Street Center Seattle

# King Street Center



**Floor - 8**  
NOT TO SCALE



- DOT / TRANSIT - ORCA
- DOT / FLEET DIVISION
- DOT / DO ORTP
- TRANSIT / POWER & FACILITIES
- TRANSIT / MARKETING
- DOT DO / COMM
- DOT DO / ADMIN
- MARINE DIVISION
- SUPPORT AREAS

## Occupancy Study (In Progress)

JPC PROJ MGR: RM  
 JPC PROJ NO.: 10--0628  
 REVISION: 04/04/2011  
 BUILDING: 201 S Jackson Street Seattle, WA 98104

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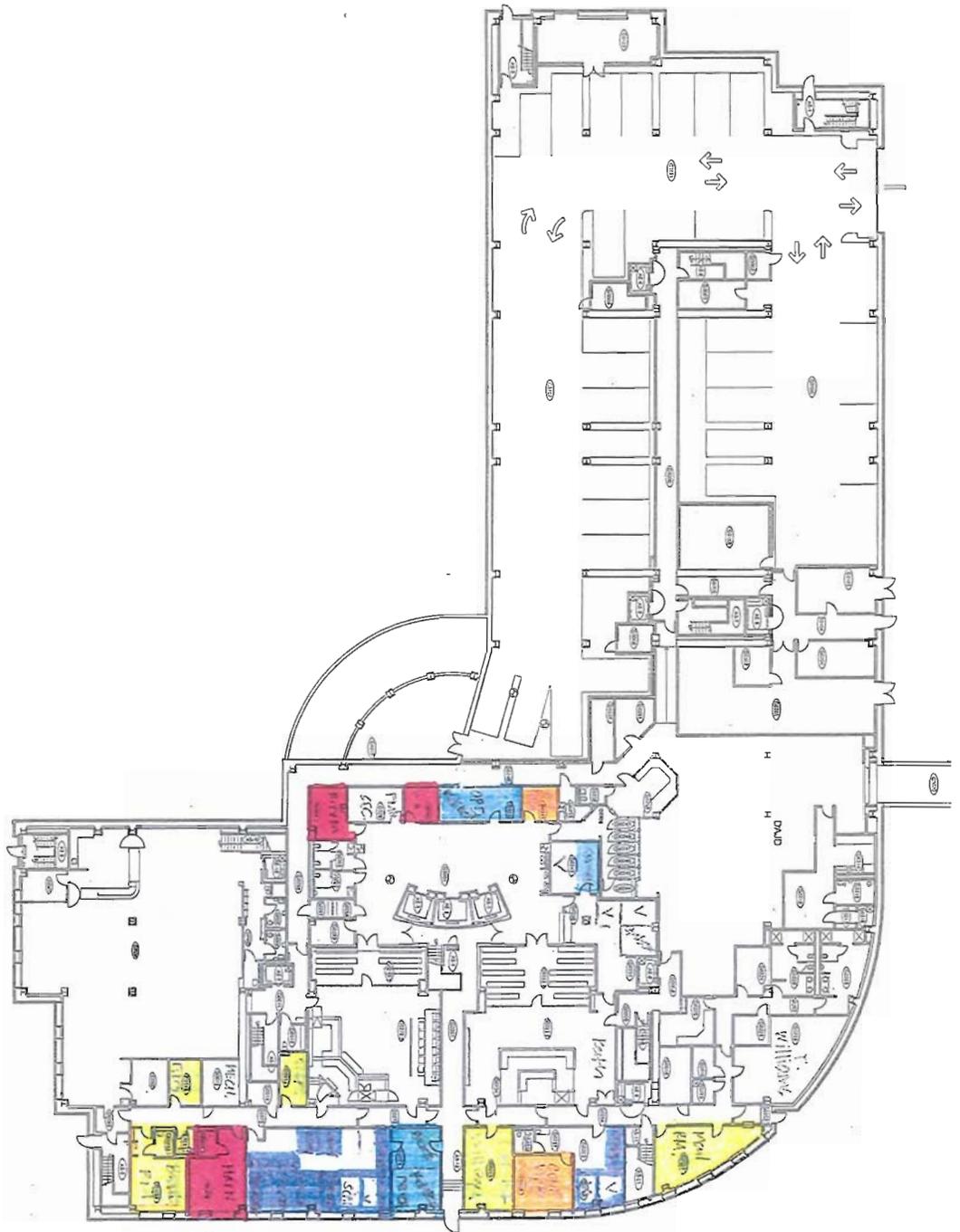
# King Street Center Seattle

**JPC ARCHITECTS**

209 112th Avenue NE Suite 205  
 Bellevue, WA 98004

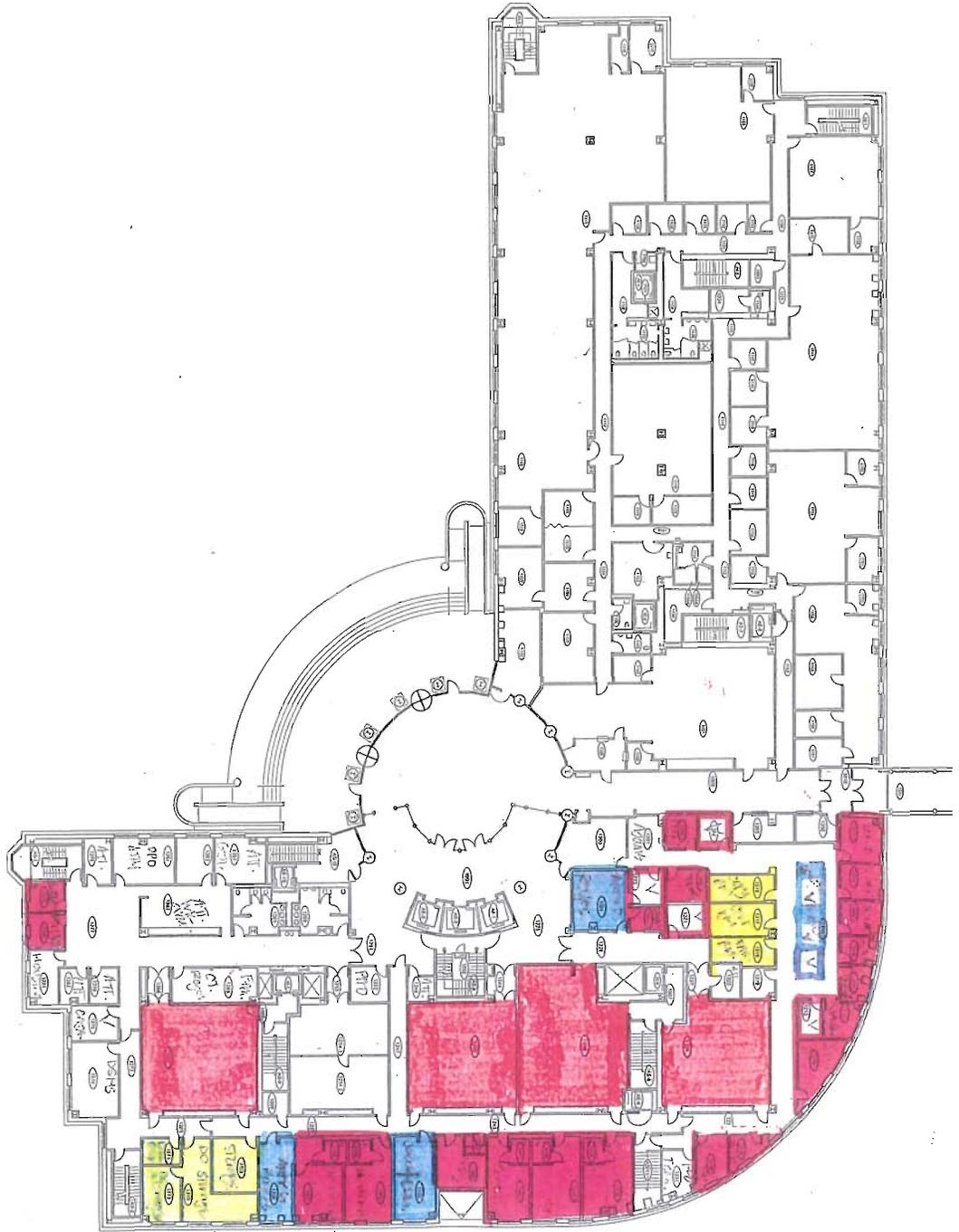
# Maleng Regional Justice Center

1 MALENG REGIONAL JUSTICE CENTER COURTS BUILDING - GROUND FLOOR  
SCALE: 1/32"=1'-0"



# Maleng Regional Justice Center

1 MALENG REGIONAL JUSTICE CENTER COURTS BUILDING - FIRST FLOOR  
SCALE: 1/32"=1'-0"

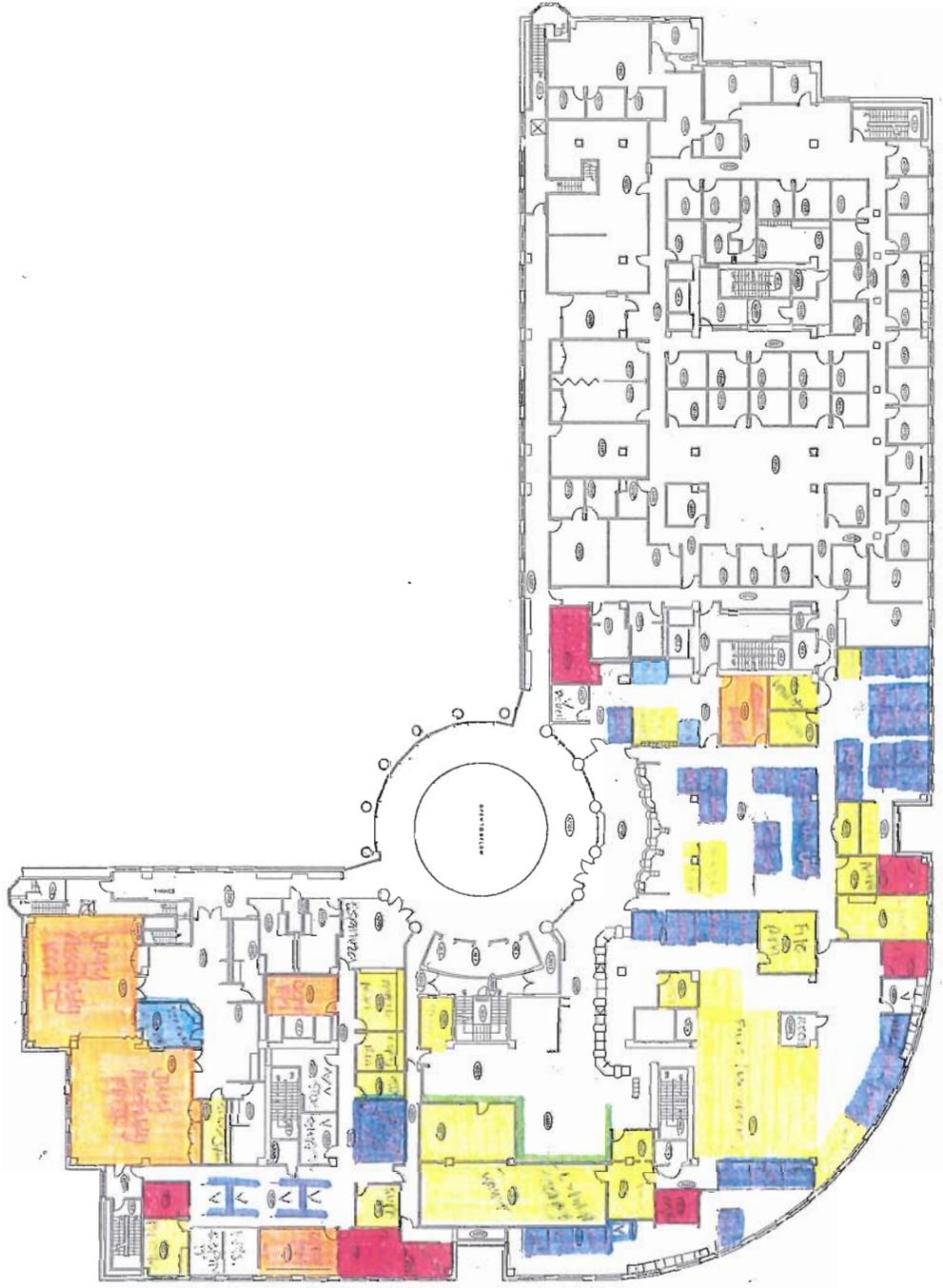


# Maleng Regional Justice Center

1

MALENG REGIONAL JUSTICE CENTER COURTS BUILDING - SECOND FLOOR

SCALE: 1/32"=1'-0"

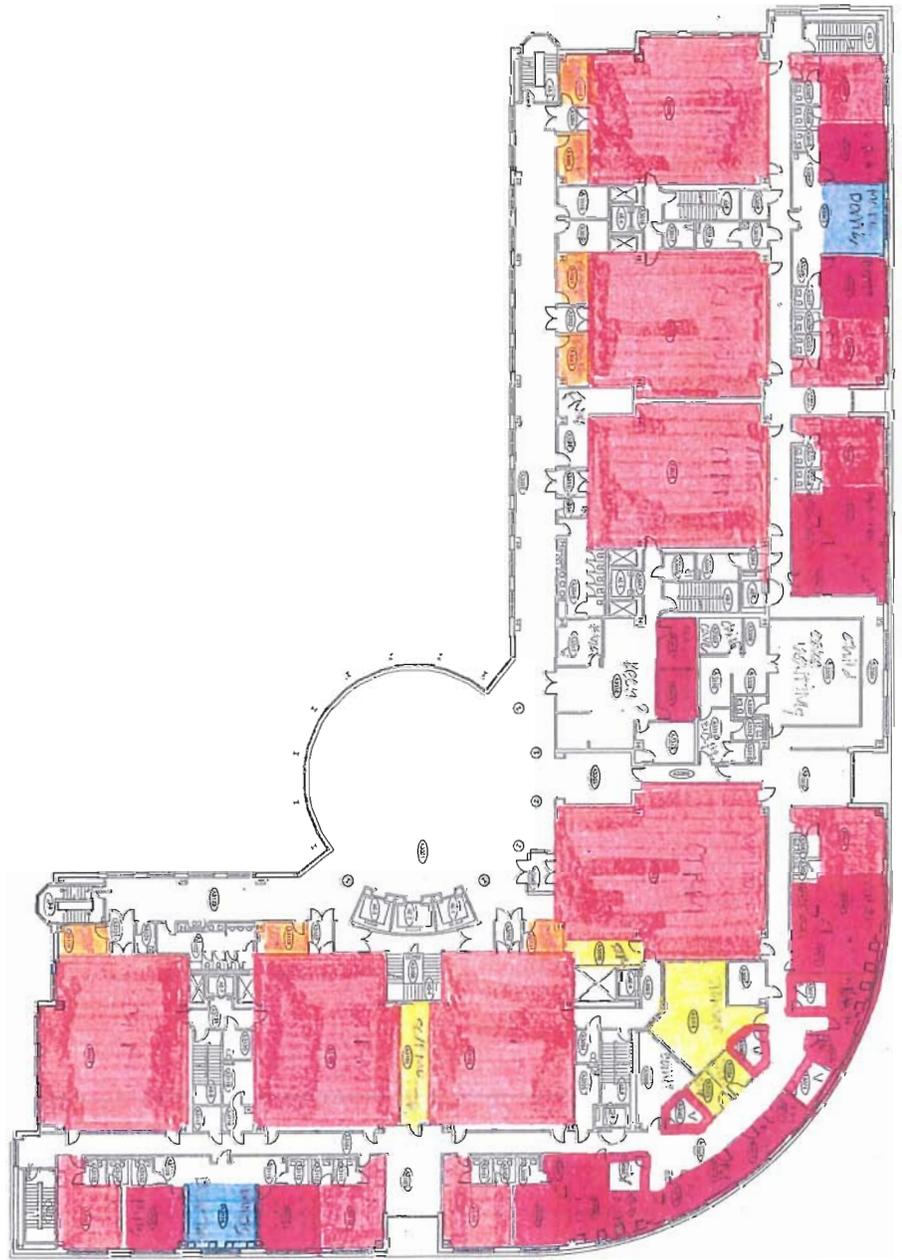


# Maleng Regional Justice Center



# Maleng Regional Justice Center

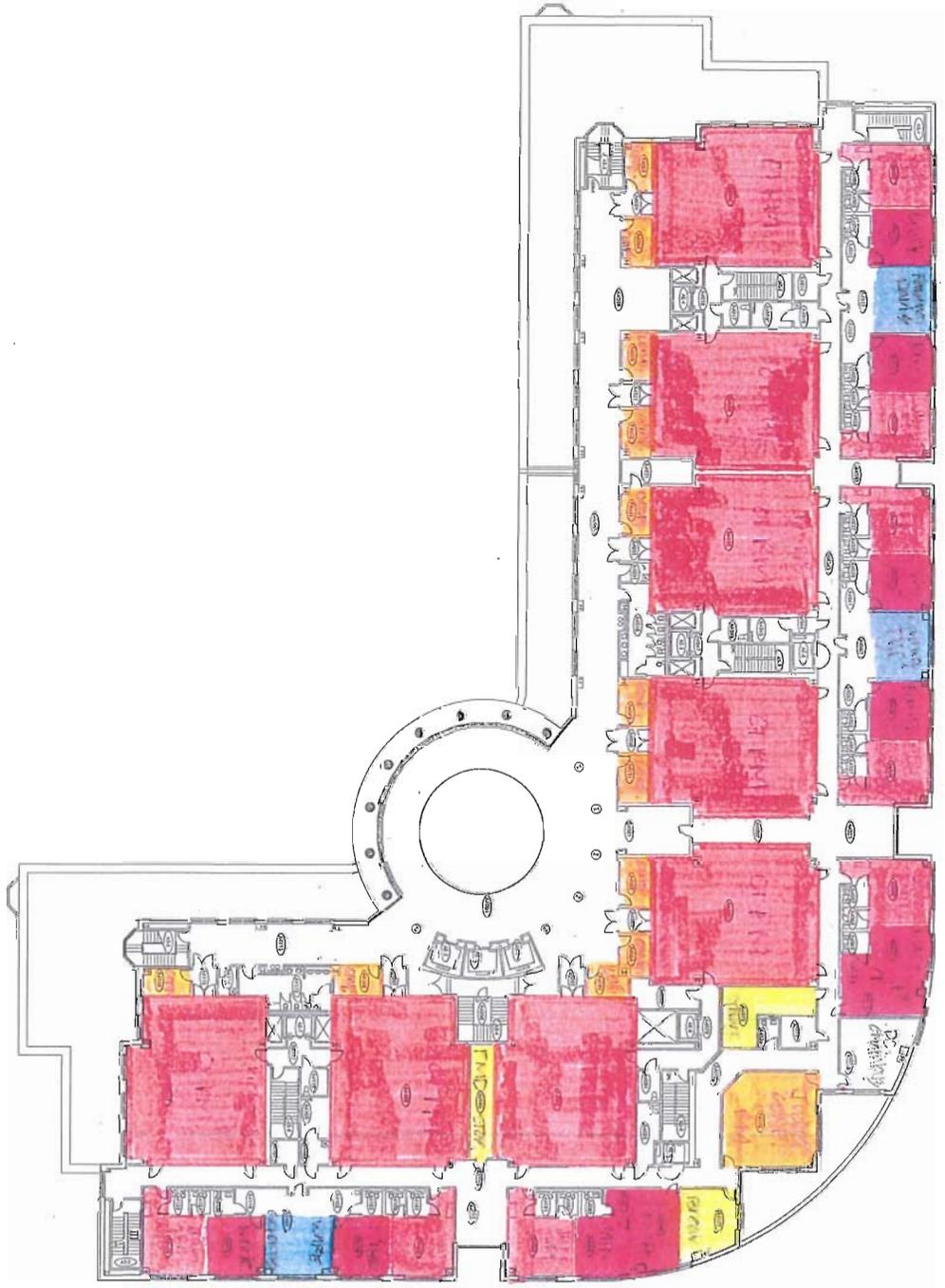
1 MALENG REGIONAL JUSTICE CENTER COURTS BUILDING - THIRD FLOOR  
SCALE: 1/32"=1'-0"



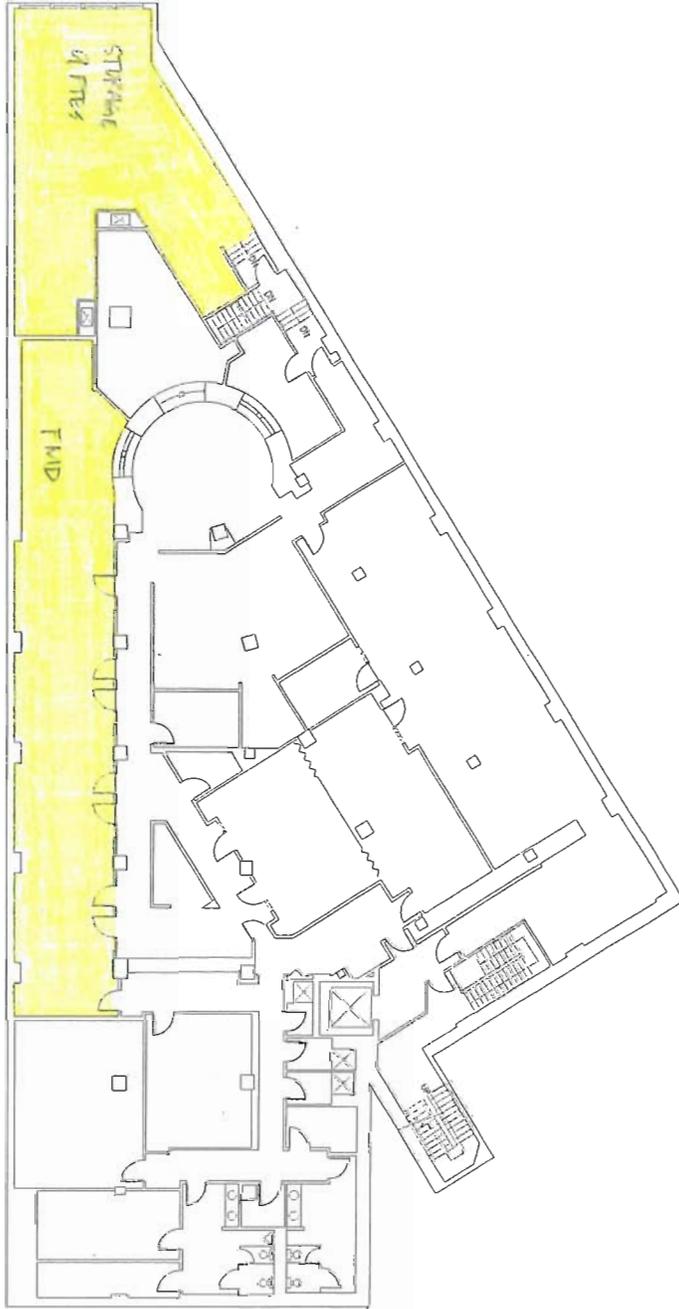
1

MALENG REGIONAL JUSTICE CENTER COURTS BUILDING - FOURTH FLOOR

SCALE: 1/32"=1'-0"



# Yesler Building



BASEMENT A FLOOR PLAN



BA  
OF

PROJECT NO. 025  
DATE 02/20/14  
DRAWN BY G. J. J. J.  
CHECKED BY J. J. J.  
SCALE AS SHOWN  
BASEMENT A  
AS-BUILT PLAN

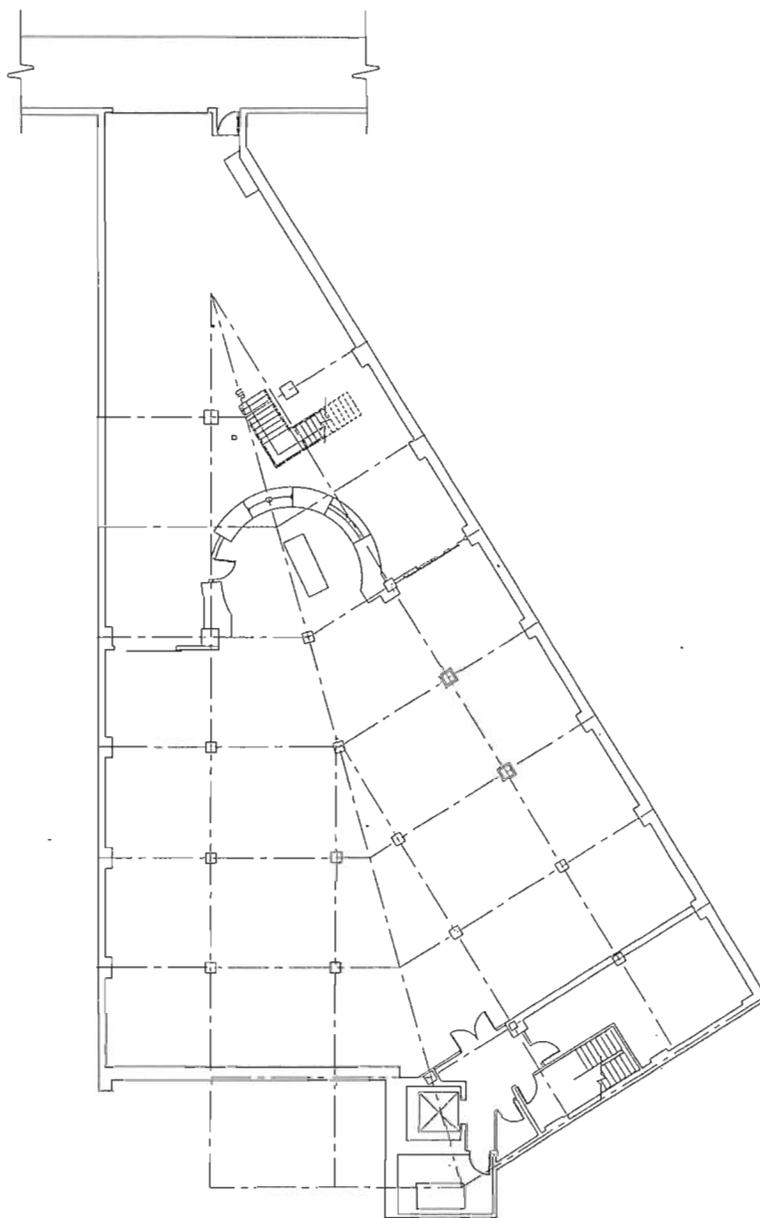
## KING COUNTY YESLER BUILDING AS-BUILT FLOOR PLANS

400 YESLER WAY  
SEATTLE, WASHINGTON 98104

King County  
Department of Public Works  
Engineering & Construction Services  
1500 4th Avenue, Suite 400  
Seattle, WA 98101  
Phone: (206) 435-2400  
Fax: (206) 435-2401



# Yesler Building



BASEMENT B FLOOR PLAN



BB

OF

PROJECT TITLE	BASEMENT B AS-BUILT PLAN
DATE	01.14.2010
BY	DT
CHECKED BY	
DESIGNED BY	
PROJECT NO.	
SCALE	
DATE	

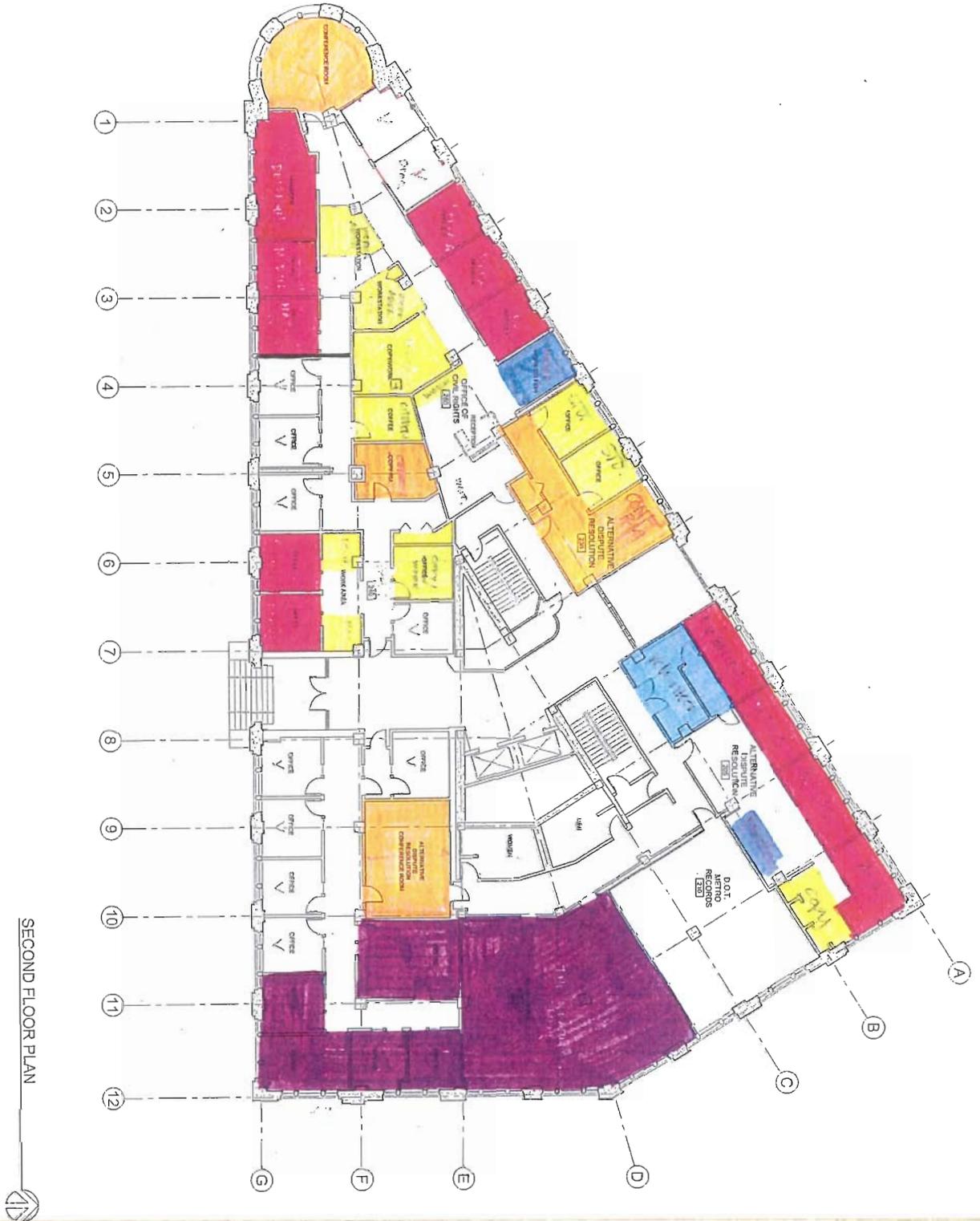
## KING COUNTY YESLER BUILDING AS-BUILT FLOOR PLANS

403 YESLER WAY  
SEATTLE, WASHINGTON 98104

**King County**  
Public Works Department  
400 3rd Avenue, Suite 400  
Seattle, WA 98104  
Phone: 206.462.3000  
Fax: 206.462.3001  
www.kingcounty.gov



# Yesler Building



SECOND FLOOR PLAN

2  
OF

SECOND FLOOR  
AS-BUILT PLAN

DATE	NO.
11/11/11	1
11/11/11	2
11/11/11	3
11/11/11	4
11/11/11	5
11/11/11	6
11/11/11	7
11/11/11	8
11/11/11	9
11/11/11	10
11/11/11	11
11/11/11	12

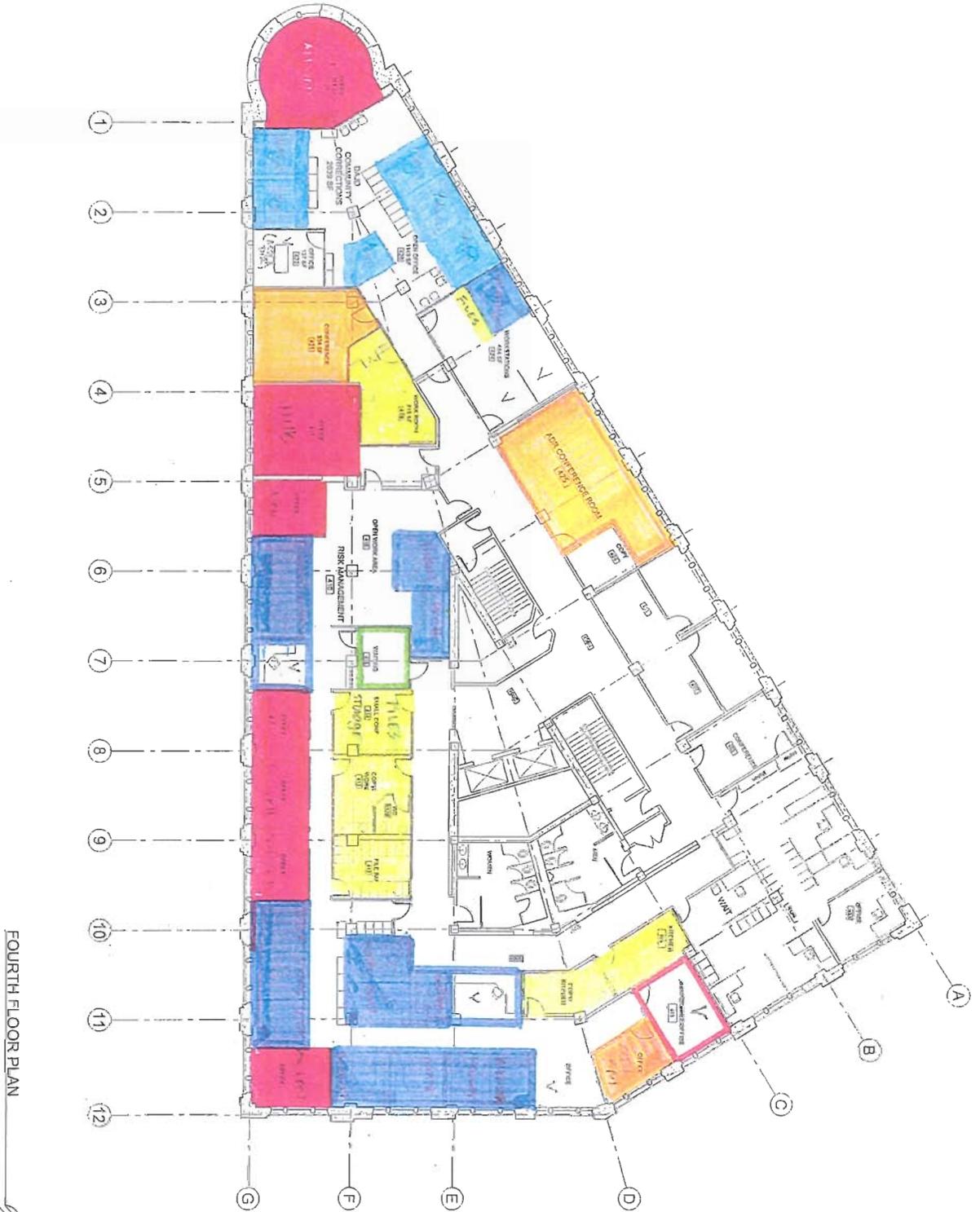
## KING COUNTY YESLER BUILDING AS-BUILT FLOOR PLANS

403 YESLER WAY  
SEATTLE, WASHINGTON 98104


  
 King County  
 Department of Public Works  
 Planning, Building and Construction  
 3207 7th Avenue, Suite 200  
 Seattle, WA 98101  
 Telephone: (206) 467-2000  
 Fax: (206) 467-1818



# Yesler Building



FOURTH FLOOR PLAN



4  
OF  
7

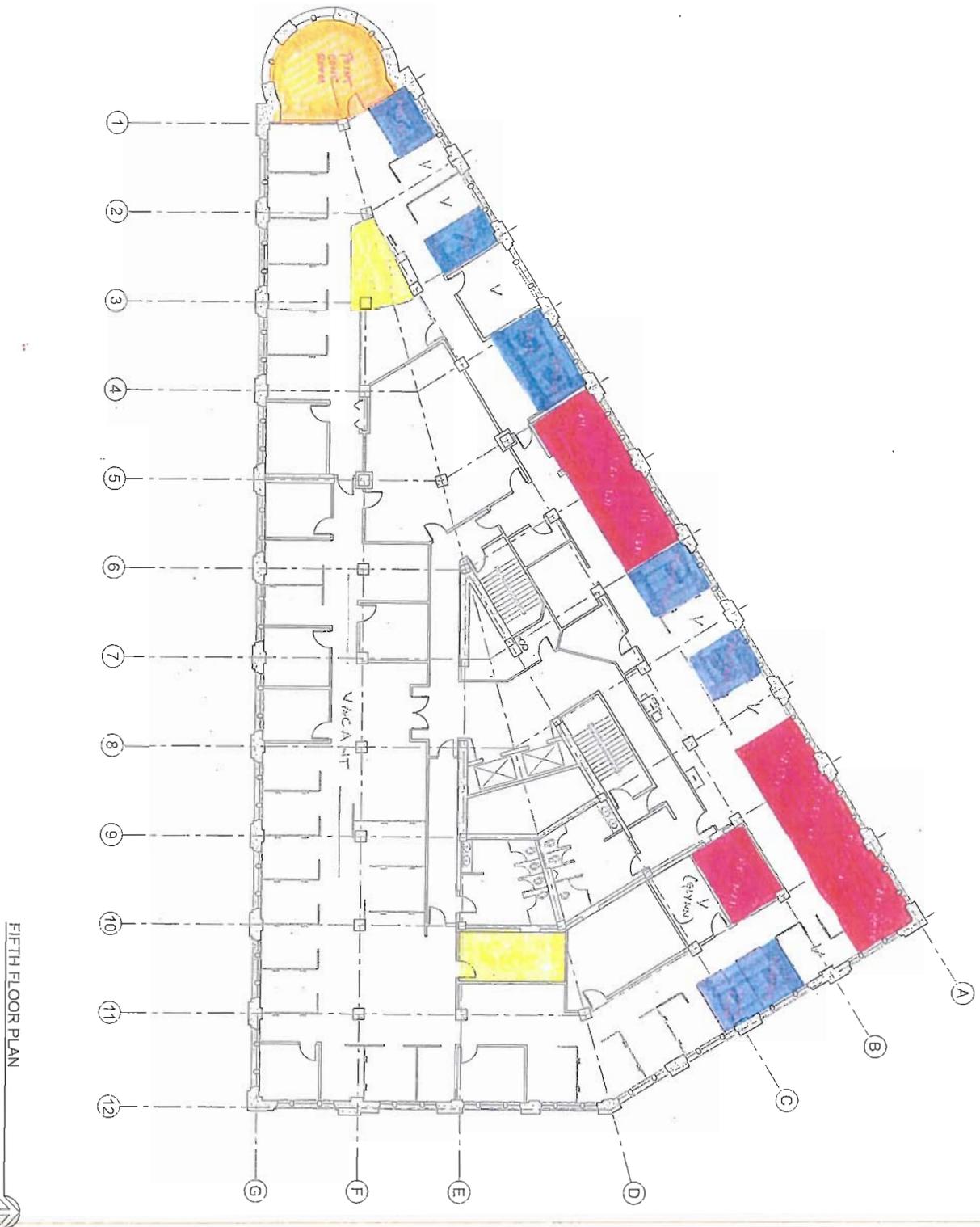
FOURTH FLOOR  
AS-BUILT PLAN

**KING COUNTY YESLER BUILDING  
AS-BUILT FLOOR PLANS**

400 YESLER WAY  
SEATTLE, WASHINGTON 98104

**King County**  
Department of Planning and Development  
400 Yesler Way, Seattle, WA 98104  
Phone: (206) 467-2211  
Fax: (206) 467-0188

# Yesler Building



FIFTH FLOOR PLAN

PROJECT NO.	012
DATE	02/24/00
DESIGNER	012
CHECKER	012
DATE	02/24/00
PROJECT NO.	012
DATE	02/24/00
DESIGNER	012
CHECKER	012
DATE	02/24/00

FIFTH FLOOR AS-BUILT PLAN

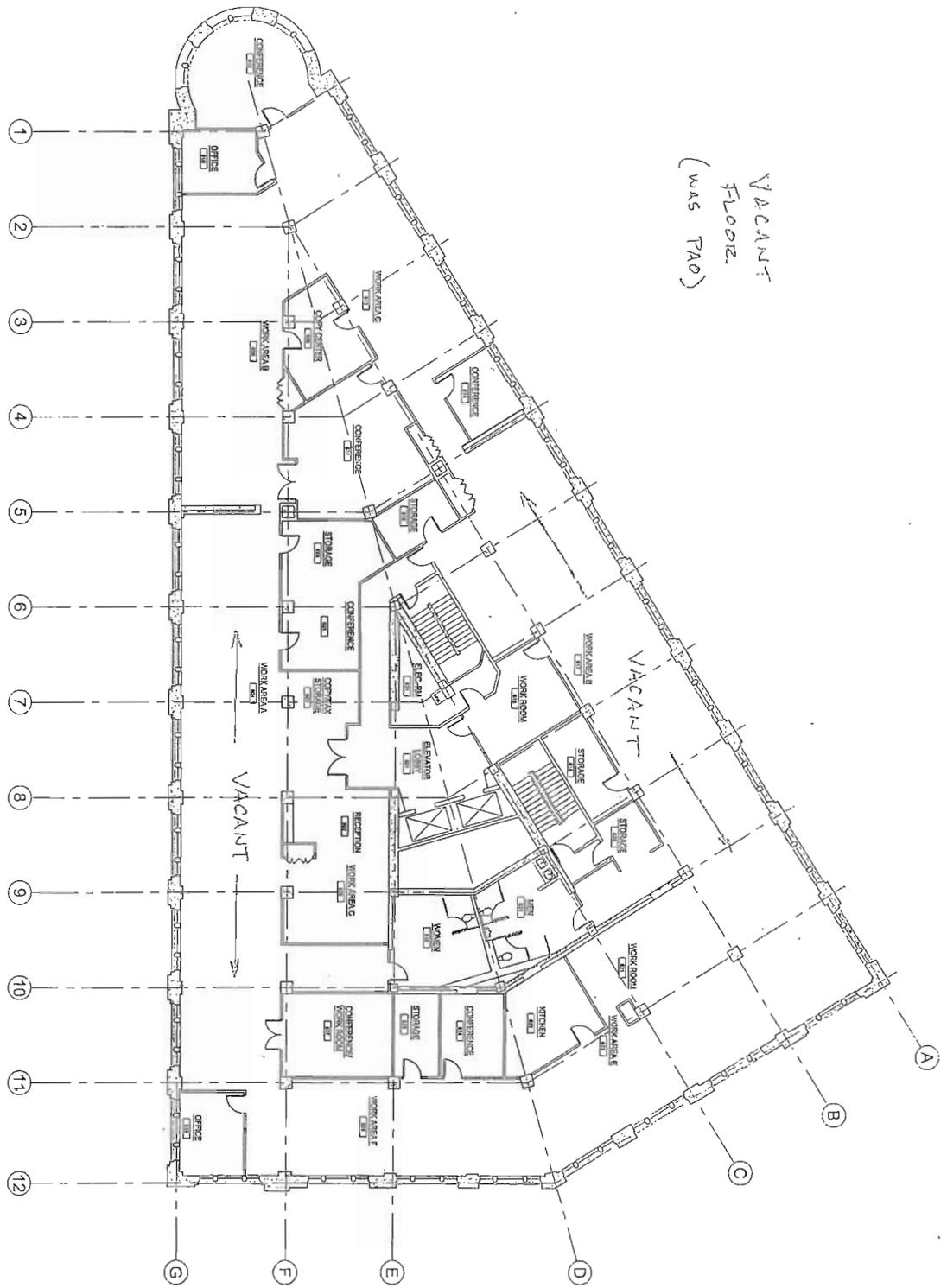
## KING COUNTY YESLER BUILDING AS-BUILT FLOOR PLANS

400 YESLER WAY  
SEATTLE, WASHINGTON 98104

King County  
Department of Executive Services  
Capital Planning and Development  
3500 Aurora Avenue North, Suite 1000  
Seattle, WA 98103-3443  
Tel: (206) 341-1111  
Fax: (206) 341-0186

5 of

# Yesler Building



SIXTH FLOOR PLAN



6

OF

DATE	03-14-11
BY	CSA/AF
CHECKED BY	DT
PROJECT	SIXTH FLOOR AS-BUILT PLAN

## KING COUNTY YESLER BUILDING AS-BUILT FLOOR PLANS

403 YESLER WAY  
SEATTLE, WASHINGTON 98104

King County  
Public Works Department  
400 West Washington, Suite 300  
Seattle, WA 98101  
Phone: (206) 435-3123  
Fax: (206) 435-9488

# Yesler Building



SEVENTH FLOOR PLAN



7  
OF

DATE: 11/13/03  
 DRAWN BY: J. L. FINE  
 CHECKED BY: J. L. FINE  
 PROJECT: KING COUNTY  
 SHEET: SEVENTH FLOOR AS-BUILT PLAN

## KING COUNTY YESLER BUILDING AS-BUILT FLOOR PLANS

400 YESLER WAY  
 SEATTLE, WASHINGTON 98104

King County  
 Department of Executive Services  
 Planning and Building Services  
 400 Yesler Way  
 Seattle, WA 98104  
 Tel: (206) 320-3200  
 Fax: (206) 320-3200



**Appendix I**

**2011 Space Survey**

**Building/Department FTE Review**

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Advanced Training Unit Washington State Criminal Justice Training Commission</b>			
<i>KCSO</i>	8	100%	0%
<b>Advanced Training Unit Washington State Criminal Justice Training Commission</b>	8	100%	0%
<b>Alder Youth Services Center</b>			
<i>DAJD</i>	155	50%	1%
<i>DES: FMD</i>	26	8%	0%
<i>DJA</i>	14	5%	
<i>EO: Other</i>	2	1%	
<i>PAO</i>	30	10%	
<i>Superior Court</i>	83	27%	1%
<b>Alder Youth Services Center</b>	310	100%	2%
<b>Atlantic Central Operations Base</b>			
<i>DOT: Transit</i>	467	100%	3%
<b>Atlantic Central Operations Base</b>	467	100%	3%
<b>Atlantic Maintenance Base</b>			
<i>DOT: Transit</i>	125	100%	1%
<b>Atlantic Maintenance Base</b>	125	100%	1%
<b>Auburn Public Health Center</b>			
<i>PAO</i>	12	26%	0%
<i>PH</i>	33	72%	
<i>Superior Court</i>	1	2%	
<b>Auburn Public Health Center</b>	46	100%	0%
<b>Auburn WorkSource</b>			
<i>DCHS</i>	1	100%	0%
<b>Auburn WorkSource</b>	1	100%	0%
<b>Barclay Dean Building</b>			
<i>KCSO</i>	13	100%	0%
<b>Barclay Dean Building</b>	13	100%	0%
<b>Bellevue College</b>			
<i>DCHS</i>	1	100%	0%
<b>Bellevue College</b>	1	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Bellevue District Court</b>			
<i>District Court</i>	19	100%	0%
<b>Bellevue District Court</b>	19	100%	0%
<b>Bellevue Operations &amp; Maintenance Base</b>			
<i>DOT: Transit</i>	310	100%	2%
<b>Bellevue Operations &amp; Maintenance Base</b>	310	100%	2%
<b>Bellevue Probation Office</b>			
<i>Superior Court</i>	10	100%	0%
<b>Bellevue Probation Office</b>	10	100%	0%
<b>Birch Creek Public Health Center (Kent)</b>			
<i>PH</i>	8	100%	0%
<b>Birch Creek Public Health Center (Kent)</b>	8	100%	0%
<b>Black Diamond Pit</b>			
<i>DOT: Roads</i>	15	100%	0%
<b>Black Diamond Pit</b>	15	100%	0%
<b>Blackriver Building</b>			
<i>Assessor</i>	83	38%	1%
<i>DDES</i>	122	56%	
<i>DES: FMD</i>	2	1%	0%
<i>PH</i>	12	5%	
<b>Blackriver Building</b>	219	100%	2%
<b>Brightwater Treatment Plant</b>			
<i>DNRP: Wastewater</i>	54	100%	0%
<b>Brightwater Treatment Plant</b>	54	100%	0%
<b>Brueggers Bog</b>			
<i>DOT: Roads</i>	6	100%	0%
<b>Brueggers Bog</b>	6	100%	0%
<b>Burien District Court</b>			
<i>DCHS</i>	1	3%	0%
<i>District Court</i>	28	88%	
<i>PAO</i>	3	9%	
<b>Burien District Court</b>	32	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Cadman Pit</b>			
<i>DOT: Roads</i>	11	100%	0%
<b>Cadman Pit</b>	11	100%	0%
<b>Canal Place</b>			
<i>DNRP: Wastewater</i>	17	35%	0%
<i>DNRP: Water &amp; Land Resources</i>	31	65%	
<b>Canal Place</b>	48	100%	0%
<b>Cedar Hills Regional Landfill</b>			
<i>DNRP: Solid Waste</i>	211	100%	2%
<b>Cedar Hills Regional Landfill</b>	211	100%	2%
<b>Central Maintenance Base</b>			
<i>DOT: Transit</i>	462	100%	3%
<b>Central Maintenance Base</b>	462	100%	3%
<b>Chinook Building</b>			
<i>DCHS</i>	236	19%	2%
<i>DES: ABT</i>	3	0%	0%
<i>DES: ADMIN</i>	12	1%	
<i>DES: FBOD</i>	128	10%	1%
<i>DES: FMD</i>	1	0%	0%
<i>EO: OIRM</i>	188	15%	1%
<i>EO: Other</i>	74	6%	
<i>PH</i>	613	49%	4%
<b>Chinook Building</b>	1,255	100%	9%
<b>Columbia Public Health Center (South Seattle)</b>			
<i>PH</i>	67	100%	0%
<b>Columbia Public Health Center (South Seattle)</b>	67	100%	0%
<b>Component Supply Center</b>			
<i>DOT: Transit</i>	124	100%	1%
<b>Component Supply Center</b>	124	100%	1%
<b>Construction Management East</b>			
<i>DNRP: Wastewater</i>	14	100%	0%
<b>Construction Management East</b>	14	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Cottage Lake Park</b>			
<i>DNRP: Parks</i>	5	100%	0%
<b>Cottage Lake Park</b>	5	100%	0%
<b>Cougar Mountain Park</b>			
<i>DNRP: Parks</i>	3	100%	0%
<b>Cougar Mountain Park</b>	3	100%	0%
<b>Covington City Hall</b>			
<i>KCSO</i>	13	100%	0%
<b>Covington City Hall</b>	13	100%	0%
<b>CSO</b>			
<i>PH</i>	1	100%	0%
<b>CSO</b>	1	100%	0%
<b>Custodial Maintenance &amp; Tunnel Facilities</b>			
<i>KCSO</i>	68	100%	0%
<b>Custodial Maintenance &amp; Tunnel Facilities</b>	68	100%	0%
<b>DDES Hearing Room</b>			
<i>DDES</i>	1	100%	0%
<b>DDES Hearing Room</b>	1	100%	0%
<b>Distribution Warehouse</b>			
<i>DOT: Transit</i>	4	100%	0%
<b>Distribution Warehouse</b>	4	100%	0%
<b>Downtown Public Health Center (Seattle)</b>			
<i>PH</i>	74	100%	1%
<b>Downtown Public Health Center (Seattle)</b>	74	100%	1%
<b>Dutch Shisler Sobering Support Center</b>			
<i>DCHS</i>	17	100%	0%
<b>Dutch Shisler Sobering Support Center</b>	17	100%	0%
<b>Duthie Hill Park</b>			
<i>DNRP: Parks</i>	5	100%	0%
<b>Duthie Hill Park</b>	5	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Earlington Building</b>			
<i>Elections</i>	70	100%	1%
<b>Earlington Building</b>	70	100%	1%
<b>East Operations &amp; Maintenance Base</b>			
<i>DOT: Transit</i>	515	100%	4%
<b>East Operations &amp; Maintenance Base</b>	515	100%	4%
<b>Eastgate Health center</b>			
<i>DES: FMD</i>	2	2%	0%
<i>PH</i>	90	98%	1%
<b>Eastgate Health center</b>	92	100%	1%
<b>Environmental Lab</b>			
<i>DNRP: Water &amp; Land Resources</i>	71	100%	1%
<b>Environmental Lab</b>	71	100%	1%
<b>Exchange Building</b>			
<i>DOT: Transit</i>	23	100%	0%
<b>Exchange Building</b>	23	100%	0%
<b>Fall City Maintenance Shop</b>			
<i>DOT: Roads</i>	20	100%	0%
<b>Fall City Maintenance Shop</b>	20	100%	0%
<b>Federal Way Probation Office</b>			
<i>Superior Court</i>	10	100%	0%
<b>Federal Way Probation Office</b>	10	100%	0%
<b>Federal Way Public Health Center</b>			
<i>DES: FMD</i>	3	7%	0%
<i>PH</i>	41	93%	
<b>Federal Way Public Health Center</b>	44	100%	0%
<b>Five Mile Lake Park</b>			
<i>DNRP: Parks</i>	6	100%	0%
<b>Five Mile Lake Park</b>	6	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Graybar Building</b>			
<i>DAJD</i>	1	7%	0%
<i>DES: FMD</i>	11	73%	
<i>DES: RALS</i>	3	20%	
<b>Graybar Building</b>	15	100%	0%
<b>Harborview Medical Center</b>			
<i>DCHS</i>	1	1%	0%
<i>PH</i>	97	99%	1%
<b>Harborview Medical Center</b>	98	100%	1%
<b>Intergate West Data Center</b>			
<i>EO: OIRM</i>	11	100%	0%
<b>Intergate West Data Center</b>	11	100%	0%
<b>Issaquah District Court</b>			
<i>DES: FMD</i>	1	6%	0%
<i>District Court</i>	17	94%	
<b>Issaquah District Court</b>	18	100%	0%
<b>Issaquah Pit</b>			
<i>DOT: Roads</i>	8	100%	0%
<b>Issaquah Pit</b>	8	100%	0%
<b>Jameson/Arc Weld Buildings</b>			
<i>DNRP: Wastewater</i>	33	100%	0%
<b>Jameson/Arc Weld Buildings</b>	33	100%	0%
<b>Jefferson Building</b>			
<i>Superior Court</i>	24	100%	0%
<b>Jefferson Building</b>	24	100%	0%
<b>Kent Healthpoint</b>			
<i>PH</i>	1	100%	0%
<b>Kent Healthpoint</b>	1	100%	0%
<b>Kent Professional Center</b>			
<i>PAO</i>	17	100%	0%
<b>Kent Professional Center</b>	17	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Kent Public Health Center at East Hill</b>			
<i>PH</i>	44	100%	0%
<b>Kent Public Health Center at East Hill</b>	44	100%	0%
<b>Kent Worksource</b>			
<i>DCHS</i>	1	100%	0%
<b>Kent Worksource</b>	1	100%	0%
<b>King County Administration Building</b>			
<i>Assessor</i>	126	21%	1%
<i>Council</i>	3	1%	0%
<i>DES: ABT</i>	105	18%	1%
<i>DES: FBOD</i>	74	12%	
<i>DES: FMD</i>	91	15%	
<i>DES: HRD</i>	37	6%	0%
<i>DES: RALS</i>	67	11%	
<i>EO: LR</i>	22	4%	
<i>PAO</i>	68	11%	
<b>King County Administration Building</b>	593	100%	4%
<b>King County Aquatic Center</b>			
<i>DNRP: Parks</i>	15	100%	0%
<b>King County Aquatic Center</b>	15	100%	0%
<b>King County Correctional Facility</b>			
<i>DAJD</i>	402	77%	3%
<i>DES: FMD</i>	14	3%	0%
<i>PH</i>	107	20%	1%
<b>King County Correctional Facility</b>	523	100%	4%

# King County Real Property Asset Management Plan

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## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>King County Courthouse</b>			
<i>Council</i>	121	10%	1%
<i>DAJD</i>	80	7%	
<i>DCHS</i>	3	0%	0%
<i>DDES</i>	1		
<i>DES: FMD</i>	129	11%	1%
<i>District Court</i>	99	8%	
<i>DJA</i>	147	12%	
<i>KCSO</i>	220	18%	2%
<i>PAO</i>	239	20%	
<i>Superior Court</i>	171	14%	1%
<b>King County Courthouse</b>	1,210	100%	9%
<b>King County International Airport / Boeing Field</b>			
<i>DES: FMD</i>	5	17%	0%
<i>DOT: Director's Office</i>	2	7%	
<i>KCSO</i>	23	77%	
<b>King County International Airport / Boeing Field</b>	30	100%	0%
<b>King County International Airport / Boeing Field / Arrivals Building</b>			
<i>DOT: Airport</i>	6	100%	0%
<b>King County International Airport / Boeing Field / Arrivals Building</b>	6	100%	0%
<b>King County International Airport / Boeing Field / Maintenance Bldg</b>			
<i>DOT: Airport</i>	22	100%	0%
<b>King County International Airport / Boeing Field / Maintenance Bldg</b>	22	100%	0%
<b>King County International Airport / Boeing Field / Terminal Bldg</b>			
<i>DOT: Airport</i>	18	100%	0%
<b>King County International Airport / Boeing Field / Terminal Bldg</b>	18	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>King County International Airport / Boeing Field /7300 Building</b>			
<i>DES: E911</i>	7	13%	0%
<i>DES: HRD</i>	29	56%	
<i>KCSO</i>	16	31%	
<b>King County International Airport / Boeing Field /7300 Building</b>	52	100%	0%
<b>King Street Center</b>			
<i>DES: FMD</i>	4	0%	0%
<i>DES: RALS</i>	1		
<i>DNRP: Director's Office &amp; Other</i>	29	2%	
<i>DNRP: GIS</i>	28		
<i>DNRP: Parks</i>	31		
<i>DNRP: Solid Waste</i>	102	8%	1%
<i>DNRP: Wastewater</i>	228	18%	2%
<i>DNRP: Water &amp; Land Resources</i>	248	20%	
<i>DOT: Director's Office</i>	89	7%	1%
<i>DOT: Marine</i>	7	1%	0%
<i>DOT: Roads</i>	213	17%	2%
<i>DOT: Transit</i>	286	23%	
<b>King Street Center</b>	1,266	100%	9%
<b>Lake City Dental</b>			
<i>PH</i>	4	100%	0%
<b>Lake City Dental</b>	4	100%	0%
<b>Link Operations &amp; Maintenance Base (Sound Transit)</b>			
<i>DOT: Transit</i>	126	100%	1%
<b>Link Operations &amp; Maintenance Base (Sound Transit)</b>	126	100%	1%
<b>Lucille Street Public Health Distribution Center</b>			
<i>PH</i>	4	100%	0%
<b>Lucille Street Public Health Distribution Center</b>	4	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Maleng Regional Justice Center</b>			
<i>DAJD</i>	279	41%	2%
<i>DCHS</i>	1	0%	0%
<i>DES: FMD</i>	48	7%	
<i>DES: RALS</i>	2	0%	
<i>District Court</i>	10	1%	
<i>DJA</i>	53	8%	
<i>KCSO</i>	96	14%	1%
<i>PAO</i>	63	9%	0%
<i>PH</i>	40	6%	
<i>Superior Court</i>	85	13%	1%
<b>Maleng Regional Justice Center</b>	<b>677</b>	<b>100%</b>	<b>5%</b>
<b>Marine Patrol</b>			
<i>KCSO</i>	5	100%	0%
<b>Marine Patrol</b>	<b>5</b>	<b>100%</b>	<b>0%</b>
<b>Marymoor Park Regional Reservation/Scheduling Office</b>			
<i>DNRP: Parks</i>	30	100%	0%
<b>Marymoor Park Regional Reservation/Scheduling Office</b>	<b>30</b>	<b>100%</b>	<b>0%</b>
<b>Medic 1</b>			
<i>PH</i>	78	100%	1%
<b>Medic 1</b>	<b>78</b>	<b>100%</b>	<b>1%</b>
<b>Mental Illness Court (MIC)</b>			
<i>DJA</i>	1	14%	0%
<i>PAO</i>	5	71%	
<i>Superior Court</i>	1	14%	
<b>Mental Illness Court (MIC)</b>	<b>7</b>	<b>100%</b>	<b>0%</b>
<b>Metro Westlake Customer Shop</b>			
<i>DOT: Transit</i>	3	100%	0%
<b>Metro Westlake Customer Shop</b>	<b>3</b>	<b>100%</b>	<b>0%</b>
<b>Muckleshoot Substation</b>			
<i>KCSO</i>	10	100%	0%
<b>Muckleshoot Substation</b>	<b>10</b>	<b>100%</b>	<b>0%</b>

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Newcastle City Hall</b>			
<i>KCSO</i>	7	100%	0%
<b>Newcastle City Hall</b>	7	100%	0%
<b>Non-Revenue Vehicle Center</b>			
<i>DOT: Transit</i>	26	100%	0%
<b>Non-Revenue Vehicle Center</b>	26	100%	0%
<b>North Bend City Hall</b>			
<i>KCSO</i>	1	100%	0%
<b>North Bend City Hall</b>	1	100%	0%
<b>North Facilities</b>			
<i>DOT: Transit</i>	122	100%	1%
<b>North Facilities</b>	122	100%	1%
<b>North Operations &amp; Maintenance Base</b>			
<i>DOT: Transit</i>	367	100%	3%
<b>North Operations &amp; Maintenance Base</b>	367	100%	3%
<b>North Public Health Center</b>			
<i>DES: FMD</i>	2	4%	0%
<i>PH</i>	55	96%	
<b>North Public Health Center</b>	57	100%	0%
<b>Northshore Community Service / Public Health Center</b>			
<i>PH</i>	19	100%	0%
<b>Northshore Community Service / Public Health Center</b>	19	100%	0%
<b>Other</b>			
<i>Council</i>	5	5%	0%
<i>DNRP: Solid Waste</i>	89	91%	1%
<i>DOT: Transit</i>	4	4%	0%
<b>Other</b>	98	100%	1%
<b>Pacific Building</b>			
<i>DES: ABT</i>	14	100%	0%
<b>Pacific Building</b>	14	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Parks Greenhouse (leased from County agency)</b>			
<i>DNRP: Parks</i>	8	100%	0%
<b>Parks Greenhouse (leased from County agency)</b>	8	100%	0%
<b>Parks' Shop in Renton (leased from other county agency)</b>			
<i>DNRP: Parks</i>	44	100%	0%
<b>Parks' Shop in Renton (leased from other county agency)</b>	44	100%	0%
<b>Pier 50 Terminal</b>			
<i>DOT: Marine</i>	17	100%	0%
<b>Pier 50 Terminal</b>	17	100%	0%
<b>Power Distribution Radio Maintenance Headquarters</b>			
<i>DOT: Transit</i>	76	100%	1%
<b>Power Distribution Radio Maintenance Headquarters</b>	76	100%	1%
<b>Precinct #2 Kenmore / Kenmore Gun Range</b>			
<i>DES: FMD</i>	1	1%	0%
<i>KCSO</i>	83	99%	1%
<b>Precinct #2 Kenmore / Kenmore Gun Range</b>	84	100%	1%
<b>Precinct #3 Hicks Rayburn Building</b>			
<i>KCSO</i>	74	100%	1%
<b>Precinct #3 Hicks Rayburn Building</b>	74	100%	1%
<b>Precinct #4 Burien</b>			
<i>DES: FMD</i>	1	2%	0%
<i>KCSO</i>	44	98%	
<b>Precinct #4 Burien</b>	45	100%	0%
<b>Precinct #5 Shoreline</b>			
<i>KCSO</i>	112	100%	1%
<b>Precinct #5 Shoreline</b>	112	100%	1%
<b>Radio Shop - need to update</b>			
<i>EO: OIRM</i>	14	100%	0%
<b>Radio Shop - need to update</b>	14	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>RASKC Animal Control Center</b>			
<i>DES: RALS</i>	40	100%	0%
<b>RASKC Animal Control Center</b>	40	100%	0%
<b>Ravensdale Gun Range</b>			
<i>DES: FMD</i>	1	20%	0%
<i>KCSO</i>	4	80%	
<b>Ravensdale Gun Range</b>	5	100%	0%
<b>Records and Archives Buildings</b>			
<i>DES: RALS</i>	11	100%	0%
<b>Records and Archives Buildings</b>	11	100%	0%
<b>Redmond District Court</b>			
<i>DES: FMD</i>	1	3%	0%
<i>District Court</i>	26	81%	
<i>PAO</i>	5	16%	
<b>Redmond District Court</b>	32	100%	0%
<b>Redmond Ridge Field Office</b>			
<i>DDES</i>	3	100%	0%
<b>Redmond Ridge Field Office</b>	3	100%	0%
<b>Redmond WorkSource</b>			
<i>DCHS</i>	10	100%	0%
<b>Redmond WorkSource</b>	10	100%	0%
<b>Regional Communications and Emergency Coordination Center</b>			
<i>DES: ADMIN</i>	9	7%	0%
<i>DES: E911</i>	4	3%	
<i>DES: OEM</i>			
<i>KCSO</i>	109	87%	1%
<b>Regional Communications and Emergency Coordination Center</b>	126	100%	1%
<b>Renton District Court</b>			
<i>DES: FMD</i>	1	3%	0%
<i>District Court</i>	30	97%	
<b>Renton District Court</b>	31	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Renton Maintenance Facility</b>			
<i>DOT: Director's Office</i>	1	0%	0%
<i>DOT: Roads</i>	244	100%	2%
<b>Renton Maintenance Facility</b>	245	100%	2%
<b>Renton Probation Office</b>			
<i>Superior Court</i>	11	100%	0%
<b>Renton Probation Office</b>	11	100%	0%
<b>Renton Public Health Center</b>			
<i>PH</i>	39	100%	0%
<b>Renton Public Health Center</b>	39	100%	0%
<b>Renton WorkSource</b>			
<i>DCHS</i>	41	100%	0%
<b>Renton WorkSource</b>	41	100%	0%
<b>Revenue Processing Center</b>			
<i>DOT: Transit</i>	6	100%	0%
<b>Revenue Processing Center</b>	6	100%	0%
<b>Ryerson Operation &amp; Maintenance Base</b>			
<i>DOT: Transit</i>	553	100%	4%
<b>Ryerson Operation &amp; Maintenance Base</b>	553	100%	4%
<b>Safety &amp; Training Center</b>			
<i>DOT: Transit</i>	40	100%	0%
<b>Safety &amp; Training Center</b>	40	100%	0%
<b>Sammamish City Hall</b>			
<i>KCSO</i>	22	100%	0%
<b>Sammamish City Hall</b>	22	100%	0%
<b>SeaTac City Hall</b>			
<i>KCSO</i>	57	100%	0%
<b>SeaTac City Hall</b>	57	100%	0%
<b>Shoreline Community College</b>			
<i>DCHS</i>	7	100%	0%
<b>Shoreline Community College</b>	7	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Shoreline District Court</b>			
<i>DES: FMD</i>	1	5%	0%
<i>District Court</i>	19	95%	
<b>Shoreline District Court</b>	20	100%	0%
<b>Skykomish Maintenance Shop</b>			
<i>DOT: Roads</i>	4	100%	0%
<b>Skykomish Maintenance Shop</b>	4	100%	0%
<b>Soos Creek Shop</b>			
<i>DNRP: Parks</i>	16	100%	0%
<b>Soos Creek Shop</b>	16	100%	0%
<b>Sound Transit</b>			
<i>KCSO</i>	34	100%	0%
<b>Sound Transit</b>	34	100%	0%
<b>South Facilities</b>			
<i>DOT: Transit</i>	82	100%	1%
<b>South Facilities</b>	82	100%	1%
<b>South Lake Union Streetcar Maintenance Facility</b>			
<i>DOT: Transit</i>	17	100%	0%
<b>South Lake Union Streetcar Maintenance Facility</b>	17	100%	0%
<b>South Operations &amp; Maintenance Base</b>			
<i>DOT: Transit</i>	680	100%	5%
<b>South Operations &amp; Maintenance Base</b>	680	100%	5%
<b>South Treatment Plant</b>			
<i>DNRP: Wastewater</i>	145	100%	1%
<b>South Treatment Plant</b>	145	100%	1%
<b>Star Lake Maintenance Shop (Roads)</b>			
<i>DOT: Roads</i>	20	100%	0%
<b>Star Lake Maintenance Shop (Roads)</b>	20	100%	0%
<b>Summit Pit</b>			
<i>DOT: Roads</i>	19	100%	0%
<b>Summit Pit</b>	19	100%	0%

# King County Real Property Asset Management Plan

## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Sunset Shops (Evergreen District parks)</b>			
<i>DNRP: Parks</i>	10	100%	0%
<b>Sunset Shops (Evergreen District parks)</b>	10	100%	0%
<b>Tolt MacDonald Park</b>			
<i>DNRP: Parks</i>	5	100%	0%
<b>Tolt MacDonald Park</b>	5	100%	0%
<b>Transit Control Center</b>			
<i>DOT: Director's Office</i>	3	9%	0%
<i>DOT: Transit</i>	31	91%	
<b>Transit Control Center</b>	34	100%	0%
<b>US Atty Office Free</b>			
<i>PAO</i>	1	100%	0%
<b>US Atty Office Free</b>	1	100%	0%
<b>Vashon Road Services</b>			
<i>DOT: Roads</i>	7	100%	0%
<b>Vashon Road Services</b>	7	100%	0%
<b>Vashon Treatment Plant</b>			
<i>DNRP: Wastewater</i>	1	100%	0%
<b>Vashon Treatment Plant</b>	1	100%	0%
<b>Walthew Building</b>			
<i>DCHS</i>	28	100%	0%
<b>Walthew Building</b>	28	100%	0%
<b>West Point Treatment Plant</b>			
<i>DNRP: Wastewater</i>	126	100%	1%
<b>West Point Treatment Plant</b>	126	100%	1%
<b>White Center Public Health Center</b>			
<i>DES: FMD</i>	1	2%	0%
<i>PH</i>	41	98%	
<b>White Center Public Health Center</b>	42	100%	0%
<b>Woodinville City Hall</b>			
<i>KCSO</i>	10	100%	0%
<b>Woodinville City Hall</b>	10	100%	0%

# King County Real Property Asset Management Plan

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## 2011 Space Survey - Building/Department FTE Review

	# of FTEs	% Building	% King County
<b>Yesler Building</b>			
<i>DAJD</i>	46	30%	0%
<i>DES: ADMIN</i>	11	7%	
<i>DES: Boundary Review</i>	2	1%	
<i>DES: HRD</i>	15	10%	
<i>DES: RALS</i>	1	1%	
<i>DES: RM</i>	22	14%	
<i>DOT: Director's Office</i>	1	1%	
<i>DOT: Transit</i>	15	10%	
<i>KCSO</i>	4	3%	
<i>PH</i>	38	25%	
<b>Yesler Building</b>	155	100%	1%
<hr/>			
<b>Grand Total:</b>	13,747		

## **Appendix J**

# **King County Space Standards**

## King County Space Standards

The Space Standards provided in the 2008 Space Plan are the last iteration of countywide personnel office space standards reviewed by the King County Council; they are the same standards included in the 2006-2007 Space Plan. The Council approved these space standards during the review of the 2006-2007 Space Plan and the deliberations regarding Chinook Building space programming.

Following the Chinook Building move-in and opening, staff engaged in a detailed programming effort for a new Alder Youth Services Center (Alder YSC) facility, shown in the 2009 Superior Court Targeted Juvenile and Family Law Facilities Master Plan (Alder FMP). Attachment 3 of the Alder FMP, shown below, includes the approved Space Standards within the 2008 Space Plan, as well as a detailed explanation of where standards deviated in the proposed Alder YSC programming.

Attachment 3 of the Alder FMP is included here for reference to the current King County space standards. It is an example of how the existing space standards guide the development of a space program for a specific facility. The standards are not included in the body of the 2011 Real Property Asset Management Plan. Although proscriptive space standards based on personnel types and titles are a valid approach to programming functional workspace needs, they are guidance tools. Space standards should never be interpreted as an individual staff entitlement to a particularly sized area.

Instead, the RPAMP proposes that new, simplified standards be developed in concert with recommended space planning strategies. As FMD staff becomes more familiar with evolving space planning approaches, the emphasis on increased work space flexibility and agility to meet functional needs will mature; innovative workspace projects will undoubtedly introduce departmental and agency work spaces that do not assign dedicated desks to individual workers, potentially featuring touchdowns and offsite telework locations. The new space standards should allow sufficient programming flexibility to meet functional requirements of business processes while reducing the total workspace footprint, facility overhead, and total costs.

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### **2009 Superior Court Targeted Juvenile and Family Law Facilities Master Plan Attachment 3: Superior Court Targeted FMP Space Assumptions**

In developing the list of spaces for each scenario, office space was assigned consistent with the county's office space standards, where applicable. These standards use the following guidelines:

- Office space should be designed and arranged according to function. The space required for each position depends on the functions performed rather than solely on rank in the organizational hierarchy.

## King County Real Property Asset Management Plan

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- Separate allowances should be made for functions which require visual or acoustical privacy or special equipment needs.
- Open plan layouts are standard. Large, open work areas shall be furnished with systems furniture which consists of integrated workstations with shared, pre-fabricated walls. Components are adjustable for ergonomic purposes, interchangeable and ultimately provide for the most efficient use of space.
- Private offices will be furnished with modular furniture which provides for more efficient use of space and more flexibility and ease of reconfiguration.

The office space standards in the 2008 Space Plan reflect the programming used for the county's newest office space, the Chinook Building. As explained in the 2008 Space Plan, the standards are consistent with modern work environments and differ from previous space standards used by King County.

Table 1 below contains the space standards in the 2008 Space Plan; the asterisks represent positions that are provided hard-walled offices, and the double-asterisks are those positions that the Executive or their designee can authorize for hard-walled offices. The low end of the square footage range assumes the use of systems or modular furniture.

**Table 1 2008 Space Plan Space Standards**

Category Personnel Space	Low Square Feet	High Square Feet
<b>Elected Officials</b>		
Executive*	250	400
Councilmember*	250	400
Assessor*	250	400
Prosecuting Attorney*	250	400
Sheriff*	250	400
Presiding Judge*	250	400
Superior Court Judge*	200	225
District Court Judge*	200	225
<b>Appointed Officials &amp; Executive Appointees</b>		
Department Director*	200	275
Division Manager and Deputy Department Director*	150	200
Section Manager and Deputy Division Manager*	90	180
<b>Council Appointees</b>		
Ombudsman*	150	225
Board of Appeals Chair*	150	225
Hearing & Zoning Chair*	150	225
Other Appointees**	120	165
County Staff Administrative		

## King County Real Property Asset Management Plan

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Category Personnel Space	Low Square Feet	High Square Feet
Executive Designated**	95	165
Manager	70	100
Administrative Assistant	70	100
Assistant Manager	70	100
Supervisor	70	100
Supervising Attorney*	95	150
Professional Positions		
Executive Designated**	95	165
Planner	55	85
Architect	55	85
Engineer	55	85
Specialist	55	80
Accountant/Fiscal	55	85
Technician	55	80
Attorney*	95	130
Field Staff	55	64
Clerical		
Office Technician	45	64
Secretarial		
Confidential Secretary	55	75
Secretary	55	64
Temporary		
Extra Help	45	64
Intern	45	64
Work Study	<b>45</b>	64

Based on a series of interviews with management personnel for each of the future tenant groups in the new building, a list of spaces was created with each position assigned a square footage. Through the staff interview process, it became apparent that some positions were not adequately addressed in the 2008 Space Plan, either because of the sensitive nature of the work performed or because the position required significant and regular contact with clients and families requiring both acoustical and visual privacy. In developing the FMP list of spaces, four categories of spaces exist:

1. spaces for specific positions contained in the 2008 Space List,
2. spaces for positions not specifically included in the 2008 Space List but with a reasonable parallel on the List,
3. spaces not included in the 2008 Space List, i.e. courtrooms – the county does not have a uniform set of standards applicable to courtroom needs and types, and
4. spaces provided for staff support, i.e. copier/supply alcoves. These types of smaller support spaces are not addressed here. They were programmed by considering the

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current space used and in future needs in response to functional interviews; the specific space allocations were provided by the FMP consultant, Jay Farbstein, utilizing his professional experience.

The purpose of this analysis is to describe where the Superior Court Targeted FMP list of spaces deviated from the 2008 Space Plan standards

## *Challenges in Developing the Space List*

A primary challenge in comparing the 2008 Space Plan standards with the FMP spaces comes from the differing meaning of similar titles and/or functions across different agencies and functional groups. For example, in the 2008 Space Plan, an “Administrative Assistant” is managerial position, potentially responsible for personnel-related decisions. A “Specialist” is a professional position. But in many Superior Court departments, the title “Administrative Specialist” is used; and in others, an “Administrative Assistant” can be a primarily technical or clerical position. Thus, when staff prepared the FMP space list for these positions, the relevant standard for comparison in the 2008 Space List was “Office Technical” or “Technician” – not “Administrative Assistant”.

Preparing the FMP space list from the 2008 Space Plan standards followed a two-step process. First, each position was assigned an appropriate category of personnel space from the 2008 Space Plan categories. Then, staff reviewed the specific functions of each position, deviating from the space standards where functionality required doing so. The result is a FMP space list that comports with the goals of the 2008 Space Plan standards, but reflects the operational needs of each specific position in the courthouse.

It should be noted that the 2008 Space Plan provides square foot ranges in space planning standards. In developing the FMP space list, staff could not apply a range, since the space programming is used for cost estimates for the building construction. Staff reviewed the range and chose a general number that reflected an appropriate design consideration for each of the personnel categories. For example, 64 square feet was assigned for the typical “Specialist”-type position, because 64 square feet represents an eight foot by eight foot module in a furniture system. Note that for some positions, deviations from this typical standard within the space range were included when programming needs indicated.

## *Comparisons between the Space List and the 2008 Space Plan Standards*

Table 2 below contains the Superior Court Targeted FMP space list (excluding category four which represents space for staff support functions, i.e. copies, alcoves). The table provides a comparison of the 2008 Space Plan and the FMP position listing. In developing the FMP, staff applied specific sizes to the space allocations, rather than the range featured in the 2008 Space Plan based on functional requirements obtained during interviews. Where individual positions deviated from the 2008 Space Plan range, they are broken out and designated with an “E”. The

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“E” stands for “exception”, referencing when one was provided for functional needs reasons or a relevant space standard did not exist. An explanation for these positions follows the table.

**Table 2 Superior Court FMP Office Space Allocation; Comparison with 2008 Space Standards**

	Superior Court FMP Position List	2008 Space Plan – Personnel Category	2008 Space Plan Low – High Range Square Foot.	Superior Court FMP Square Foot Allocation (where exceptional)
<b>Superior Court Judge Positions</b>				
<b>E</b>	Judicial/Commissioner Chambers	Superior Court Judge	200 to 225	<b>400</b>
<b>Division Manager Positions</b>				
	DAJD Juvenile Division Director	Division Manager	150 to 200	
	Family Court Operations Director	Division Manager	150 to 200	
	Juvenile Court Services Director	Division Manager	150 to 200	
	Court Operations Manager	Section Manager	90 to 180	
	Dependency CASA Program Mgr.	Section Manager	90 to 180	
	Dept. of Judicial Admin. Manager	Section Manager	90 to 180	
	Family Court Mgr. of Admin. Svcs.	Section Manager	90 to 180	
	Family Court Services Manager	Section Manager	90 to 180	
	JJOMP Coordinator (OMB)	Section Manager	90 to 180	
	Juvenile Services Division Manager	Section Manager	90 to 180	
	Juvenile Treatment Svcs. Div. Mgr.	Section Manager	90 to 180	
	PAO Unit Chair	Section Manager	90 to 180	
	Probation Division Manager	Section Manager	90 to 180	
<b>Manager Positions</b>				
	Area Program Manager	Manager	70 to 100	
	Drug/Treatment Court Manager	Manager	70 to 100	
	Facilities Manager	Manager	70 to 100	
	Office Manager/Lead	Manager	70 to 100	
<b>Administrative Assistant Positions</b>				
	Fiscal Operations Coordinator	Administrative Assistant	70 to 100	

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Superior Court FMP Position List	2008 Space Plan – Personnel Category	2008 Space Plan Low – High Range Square Foot.	Superior Court FMP Square Foot Allocation (where exceptional)
<b>Assistant Manager Positions</b>			
Assistant Director	Assistant Manager	70 to 100	
Assistant Manager	Assistant Manager	70 to 100	
<b>Supervisor Positions</b>			
CA Social Worker Supervisor	Supervisor	70 to 100	
FMD Sergeant's Office	Supervisor	70 to 100	
Supervisor – JPC	Supervisor	70 to 100	
Staff Supervisor – PAO	Supervisor	70 to 100	
<b>E</b> Supervisor – FLIC	Supervisor	70 to 100	<b>140</b>
Supervisor – Records	Supervisor	70 to 100	
Supervisor – VAU	Supervisor	70 to 100	
Supervisor Workstation – DJA	Supervisor	70 to 100	
Supervisors	Supervisor	70 to 100	
<b>Supervising Attorney Positions</b>			
Chief Deputy – Family Support	Supervising Attorney	95 to 150	
Supervising DPA	Supervising Attorney	95 to 150	
<b>Planner</b>			
PPM II	Planner	55 to 85	
PPM III	Planner	55 to 85	
Project/Program Manager II	Planner	55 to 85	
Project/Program Manager III	Planner	55 to 85	
<b>Specialist Positions</b>			
ARY Case Manager	Specialist	55 to 80	
ARY Program Manager	Specialist	55 to 80	
Asst. Program Manager	Specialist	55 to 80	
CA Social Workers/Advocates	Specialist	55 to 80	
CDDA Case Manager	Specialist	55 to 80	
Chem. Dep. Professionals (MIDD)	Specialist	55 to 80	
Community Outreach Liaison	Specialist	55 to 80	
Community Supervision Officers	Specialist	55 to 80	
Customer Specialist II Family Court Operations	Specialist	55 to 80	
Educ./Medicaid Svcs. Advocate	Specialist	55 to 80	
Exhibits Clerk	Specialist	55 to 80	

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Superior Court FMP Position List	2008 Space Plan – Personnel Category	2008 Space Plan Low – High Range Square Foot.	Superior Court FMP Square Foot Allocation (where exceptional)
Expediter – ASD	Specialist	55 to 80	
Family Law CASA Admin. Supr.	Specialist	55 to 80	
FFT Program Staff – CJAA	Specialist	55 to 80	
Information Specialist	Specialist	55 to 80	
Intake Officer	Specialist	55 to 80	
JPC (Juvenile Probation Counselor)	Specialist	55 to 80	
MH Liaisons	Specialist	55 to 80	
Paralegal	Specialist	55 to 80	
Paralegal – Juvenile Offender	Specialist	55 to 80	
Program Coordinator	Specialist	55 to 80	
Restitution Monitor	Specialist	55 to 80	
Scheduler	Specialist	55 to 80	
Supply Clerk	Specialist	55 to 80	
Training Coordinator	Specialist	55 to 80	
Treatment Liaison	Specialist	55 to 80	
Victim Advocate	Specialist	55 to 80	
Volunteer Coordinator	Specialist	55 to 80	
Youth Program Specialist	Specialist	55 to 80	
<b>Technician Positions</b>			
Computer Person	Technician	55 to 80	
Genetic Testing Coordinator	Technician	55 to 80	
LAN Administrator	Technician	55 to 80	
Technology Staff	Technician	55 to 80	
<b>Attorney Positions</b>			
Contract Attys. Office (w/2 desks)	Attorney	95 to 130	
Deputy Prosecuting Attorney	Attorney	95 to 130	
<b>Office Technician Positions</b>			
(non-Administrative) Assistants	Office Technician	45 to 64	
Administrative Assistant Family Support	Office Technician	45 to 64	
Administrative Specialist	Office Technician	45 to 64	
Administrative Specialist – CJAA	Office Technician	45 to 64	
Administrative Supervisor – Family Ct. Ops. Court Pgm.	Office Technician	45 to 64	

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Superior Court FMP Position List	2008 Space Plan – Personnel Category	2008 Space Plan Low – High Range Square Foot.	Superior Court FMP Square Foot Allocation (where exceptional)
Support			
Case Managers	Office Technician	45 to 64	
Civil Case Specialists	Office Technician	45 to 64	
Clerical Support	Office Technician	45 to 64	
Clerical Support – Records Admin.	Office Technician	45 to 64	
Court Coordinators (UFC, Depend.)	Office Technician	45 to 64	
Intern – Juvenile Offender	Office Technician	45 to 64	
Manager (supervisor) – UFC	Office Technician	45 to 64	
Staff Workstation	Office Technician	45 to 64	
Truancy Facilitator	Office Technician	45 to 64	
Truancy Program Assistant	Office Technician	45 to 64	
<b>Confidential Secretary Positions</b>			
	Confidential Secretary	55 to 75	
<b>E</b>	Confidential Secretary – Juvenile Court Administration	55 to 75	<b>80</b>
<b>Positions w/out Comparable 2008 Space Plan Standards</b>			
<b>E</b>	Case Screeners	Std Not Available	<b>100</b>
<b>E</b>	Coordinator Office – OPD	Std Not Available	<b>100</b>
<b>E</b>	Financial Screener	Std Not Available	<b>100</b>
<b>E</b>	Treatment Evaluator	Std Not Available	<b>100</b>
<b>E</b>	Court Program Specialist	Std Not Available	<b>120</b>
<b>E</b>	Interviewer Office – OPD	Std Not Available	<b>120</b>
<b>E</b>	Placement Specialist	Std Not Available	<b>120</b>
<b>E</b>	Psychiatric Office	Std Not Available	<b>120</b>
<b>E</b>	Psychologist	Std Not Available	<b>120</b>
<b>E</b>	Facilitator’s Offices – FLIC	Std Not Available	<b>140</b>
<b>E</b>	Mediators (Social Workers)	Std Not Available	<b>140</b>
<b>E</b>	Case Setting Coordinator	Std Not Available	<b>150</b>
<b>E</b>	Dependency Coordinator	Std Not Available	<b>150</b>
<b>E</b>	Bailiffs – Becca and Pro-Tem	Std Not Available	<b>150</b>
<b>E</b>	Bailiffs – Juvenile and UFC	Std Not Available	<b>160</b>
<b>E</b>	Family Law Coordinators	Std Not Available	<b>160</b>

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	Superior Court FMP Position List	2008 Space Plan – Personnel Category	2008 Space Plan Low – High Range Square Foot.	Superior Court FMP Square Foot Allocation (where exceptional)
<b>E</b>	Courtroom: Juvenile Offender	Std Not Available		<b>900</b>
<b>E</b>	Courtroom: Unified Family Court	Std Not Available		<b>900</b>
<b>E</b>	Courtroom: Commissioner (Becca)	Std Not Available		<b>1200</b>
<b>E</b>	Courtroom: Juvenile Offender (Treatment Court)	Std Not Available		<b>1200</b>
<b>E</b>	Courtroom: Juvenile Offender(1 <sup>st</sup> Appearance)	Std Not Available		<b>1200</b>
<b>E</b>	Courtroom: Commissioner	Std Not Available		<b>1800</b>

The positions designated with an “E” are explained below.

- **Judicial Chambers:** the current space standard for Superior Court judicial chambers is 200 to 225 square feet. However, this figure is for the office itself, and not the related reception and support space. Based on a review of draft layouts, it was determined that additional space was required in order to provide adequate space for conferencing, the restroom area, individual libraries, file storage and private entry areas. When coupled with Bailiffs (addressed below), the total allocation per judge “suite” is consistent with judicial chambers at the MRJC.
- **FLIC supervisors, like FLIC Facilitators,** were provided 140 square feet. FLIC staff conducts family law interviews and mediations with multiple people in their office constantly throughout the day. The programming standard reflects these frequent meetings requiring confidentiality, security, and visual and acoustical privacy.
- **Confidential Secretary – Juvenile Court Administration:** this position was provided slightly greater space than the standard range (80 square feet) to allow for waiting within the secure area for the Administration personnel section.

2008 Space Plan office space standards were not available for the following positions:

- **Case Screeners, Coordinator Office – OPD; Financial Screener; and Treatment Evaluator:** these positions interact with the public, including juvenile offenders, and have confidential files, but may not be located within a separately accessed confidential/secure area. They were provided 100 square feet to allow for designers to program an office, if needed.

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- Court Program Specialist; Interviewer Office – OPD; Placement Specialist; Psychiatric Office; and Psychologist: these positions have sensitive interviews with clients, and may include attorneys, parents, or others. They were provided 120 square feet to allow for sufficient space to meet with small groups in their interview setting. The programming standard reflects these frequent meetings, requiring confidentiality, security, and visual and acoustical privacy.
- Facilitators’ Offices – FLIC, Mediators (Social Workers), Dependency Coordinator, Case Setting Coordinator: these positions involve constant meeting and mediation with larger groups, often including multiple parents, attorneys, social workers, and others. 140 square feet allows for the constant mediation services provided in these positions. The programming standard reflects their frequent meetings requiring ongoing confidentiality, security, and visual and acoustical privacy. The latter two coordinator positions are provided additional space for filing needs given the high-volume of hard copy case records that they handle.
- Bailiffs: there is no standard for Bailiffs spaces (relative to Judges’ chambers) in the 2008 Space Plan. For the FMP space list, Bailiffs were provided 160 square feet of space for trial judges, and slightly less, 150 square feet, for Becca and Pro-Tem commissioners and judges.
  - These spaces should be considered in conjunction with the large size provided for judicial chambers, so that the areas can be combined into a reception office and chambers for each judge.
  - The space assigned allows for design flexibility in chambers design, while providing enough space for law books, desks for a Bailiff and a Clerk, a bathroom area, and reception area.
  - The additional 10 square feet assigned trial judges allows for a small space for storage of files and exhibits.
- Courtrooms: there is no standard for Courtrooms in the 2008 Space Plan. Staff reviewed the needs of the Superior Court judges, developing a range of courtroom sizes relative to their function, but that would allow for flexibility in the facility:
  - Trial courtrooms are sized at 900 square feet
  - Juvenile Offender first appearance, treatment court and dependency courtrooms are sized at 1200 square feet
  - High-volume commissioner courtrooms are sized at 1800 square feet.