

## **2025 Real Property Asset Management Plan**

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August 29, 2025



**King County**

## **I. Contents**

I.	Contents .....	2
II.	Executive Summary.....	3
III.	Background.....	6
IV.	Report Requirements.....	8
A.	Facilities Management Division’s Approach to Real Property Asset Management .....	8
B.	Status of 2019 Real Asset Management Plan Strategies and Initiatives .....	10
C.	Current Building Occupancy, Relocations, and Reconfigurations .....	14
D.	New and Expanding Lines of Business .....	42
E.	Long-Term Facility Planning Initiatives .....	43
F.	RAMP Policies .....	53
V.	Conclusion/Next Actions.....	73
VI.	Appendixes .....	74

Table 1 - Status of 2019 Real Asset Management Plan Strategies and Initiatives.....	10
Table 2 – Leased Office Space Locations .....	41
Table 3 – Buildings acquired during 2019-2025.....	42
Table 4 – Status of 2019 Long-Term Facility Planning Initiatives.....	44
Table 5 – Health Through Housing Locations .....	50

## II. Executive Summary

In accordance with King County Code 4.56.350, the Real Asset Management Plan (RAMP) is due to the King County Council every four years, on September 1.<sup>1</sup> The previous RAMP was submitted to the Council in September 2019 and adopted on March 10, 2020.<sup>2</sup>

On March 11, 2020, the Washington State Governor issued the state-wide shelter in place order in response to the COVID-19 pandemic.<sup>3</sup> In August 2024, the County Executive announced a Return to Office (RTO) plan for the executive branch. The RTO effort kicked off in November 2024. In October 2024, the Facilities Management Division (FMD), in partnership with the Executive's Office, contracted with a consultant to help agencies review current space and space needs under RTO. The consultant report was submitted to FMD and the Executive's Office in January 2025 (Appendix A). County agencies are still in the process of revising and implementing RTO plans.

**Report Requirements:** The 2025 King County RAMP is a planning and policy document for the management of King County real property assets managed by the Facilities Management Division (FMD). The RAMP is an internal, strategic, and operational plan that includes planning policies, locations of County agencies and implementation plans, planned moves, and references to King County space standards. The RAMP serves as a policy framework for County facility development and management and guides facility planning processes, decisions, and implementation.

In accordance with King County Code (KCC) 4.56.350, this document updates the 2019 RAMP with:

- RAMP policy revisions,
- an updated inventory of County owned and leased properties,
- current locations of County agencies,
- projected future space needs,
- near term space plans for each building, and
- a proposed facility planning program to meet the County's needs in 2026-2029.

The 2025 RAMP also includes:

- a summary of major space usage and real property asset changes that occurred during 2020-2025, and
- a summary of the unanticipated new lines of business and real estate opportunities that emerged since the 2019 RAMP.

**Current Building Occupancy:** Since 2019 there have been significant changes to occupancy at County office buildings, especially to those in the downtown Seattle core. With the Department of Natural Resources and Park's (DNRP) consolidation of the department footprint onto a single floor in King Street Center (KSC), the Space Consolidation Project (SCP) was developed with the goals of consolidating downtown office space, creating a consolidated customer service center, and closing the Administration Building. The SCP initiated relocations of several agencies and significantly impacted multiple buildings in the downtown core. The RAMP includes information for County-owned buildings, including building-

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<sup>1</sup> KCC 4.56.350 [\[LINK\]](#)

<sup>2</sup> Ordinance 19062 [\[LINK\]](#)

<sup>3</sup> Proclamation by the Governor 20-07 [\[LINK\]](#)

specific information, stacking plans, space allocation by department, as well as building information for County-leased spaces. It also addresses:

**New and Expanding Lines of Business:**

- **Acquisitions** – FMD acquired 22 new facilities to support various County functions and initiatives, including Health Through Housing (HTH), Crisis Care Initiative, and Harborview Bond Project, among others.
- **Harbor Island Studios** – In 2021, FMD in partnership with DNRP’s Solid Waste Division and the Office of the Executive, with the support of the King County Council, transformed 117,000 square footage of County-owned warehouse space into a fully functioning film production studio known as Harbor Island Studios.

**Long-Term Facility Planning Initiatives:**

- **2019 RAMP Initiatives** – The 2019 RAMP included eight long-term planning strategies. This report provides an update on these strategies.
- **Pandemic Related Planning Initiatives** – When the COVID-19 pandemic hit, the County responded quickly to ensure the safety of County staff, while still providing needed services to King County residents. The County and FMD began planning related to the new state of work. These projects and initiatives included the SCP, which closed the Administration Building, relocated and consolidated many departments, and created the Combined Customer Service Center in the King Street Center.
- **Future of Work and Return to Office** – In response to the 2020 pandemic, King County agencies dramatically shifted how County office space was used. Many agencies adapted to nearly fully remote and hybrid work schedules for most employees. This was the inception of the County’s Space Consolidation Project which substantially reduced the amount of office space allocated to each agency, primarily downtown. Due to a number of factors, including the need for increased collaboration, the County Executive announced a Return to Office initiative in 2024, with the goal of having County employees back in County space at least three days a week.

**New Long Term Facility Planning Initiatives:**

- **Downtown Security Planning** – To support the safety and security of people and facilities, FMD has initiated several safety and security related changes in facilities.
- **Health Through Housing** – FMD partners with the Department of Community & Human Services (DCHS) to provide housing for individuals experiencing, or at risk of, homelessness. The County owns 11 facilities operated by non-profits and agencies supporting the unhoused community, with services such as: case management, employment navigation, transportation access and connections to physical and behavioral health services.
- **Crisis Care Centers** – In April of 2023, King County voters approved the Crisis Care Centers Initiative<sup>4</sup> to create a countywide network of five crisis care centers, restore and expand mental health residential treatment beds, and strengthen the community behavioral health workforce. FMD is actively working with DCHS to identify and acquire suitable properties to meet the goals of the Crisis Care Initiative.

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<sup>4</sup> Crisis Care Centers Initiative [\[LINK\]](#)



- **All People Restrooms** – The goal of the initiative is to provide safe and respectful restrooms for all King County employees.
- **Americans with Disabilities Act Program** – As part of FMD’s dedication to ensure County buildings are accessible to all, a new Americans with Disabilities Act (ADA) program is being established in FMD. The first priority for this program will be working with ADA Coordinators from the Department of Adult and Juvenile Detention (DAJD) and the Department of Public Health (DPH) in response to a settlement with the Department of Justice (DOJ) over ADA violations in adult detention facilities.
- **Collaboration Space Project** – In 2024, FMD launched a pilot for the Collaboration Space Project on the 13<sup>th</sup> floor of Chinook. The 13<sup>th</sup> floor was repurposed into a conference center with a large collaboration space that can be reserved for events with more than 100 participants, 20 conference room spaces, and more than 50 workstations available for reservation via the Indoors Online Reservation system.
- **Strategic Asset Management Plan** – The significant increase in physical assets in FMD’s portfolio during the pandemic has highlighted the importance of managing assets systematically to reduce unforeseen maintenance issues that impact daily operations. In 2025, FMD is launching a new effort to develop a Strategic Asset Management Plan that will take a comprehensive and strategic look at FMD’s buildings and fixed assets.

**RAMP Policies:** The 2025 RAMP updates 2019 policies to reflect the changing needs and goals of King County. Revisions provide clarification, remove outdated policies and add new policies to address common issues arising since the 2019 RAMP.

**Conclusion and Next Steps:** FMD continues to build on the lessons learned during the last several years to maintain the existing real property assets while building towards a better future by implementing new programs and tools to support the future needs of the County. As the County moves forward with new leadership, FMD will continue to partner with County agencies to review updated workplans, establish new office space standards, and implement a new strategic asset management plan.

### III. Background

**Department Overview:** The Department of Executive Services (DES) provides internal services to King County agencies and departments, and public-facing services directly to King County residents. The divisions and offices that make up DES include the Business Resource Center, Finance and Business Operations Division, Office of Emergency Management, Facilities Management Division (FMD), Fleet Services Division, Inquest Program, King County International Airport-Boeing Field, Office of Risk Management Services, and Records and Licensing Services Division. FMD manages and maintains King County's real estate assets and provides safe and secure environments for County service delivery.

**Key Historical Context:** In accordance with King County Code 4.56.350, the Real Asset Management Plan (RAMP) is due to the Council every four years, on September 1.<sup>5</sup> The previous RAMP was submitted to the Council in September 2019 and adopted on March 10, 2020.<sup>6</sup> On March 11, 2020, the Washington State Governor issued the state-wide shelter in place order in response to the COVID-19 pandemic.<sup>7</sup> This order led to fundamental changes in the way King County agencies managed their workforce and how FMD managed buildings.

Shortly after the shelter in place orders went into effect, DNRP determined that department staff would work remotely on a permanent basis. DNRP requested a substantial decrease to the department's physical footprint in King Street Center. This large-scale vacating of space led to the Space Consolidation Project (SCP), which included:

- consolidating downtown office space;
- creating a new consolidated King County Customer Service Center, designed to be a one-stop shop for the County's most in-demand services, located on the second floor of the King Street Center;
- the series of agency moves leading to the closing of the Administration Building.

In January 2021, the Executive launched the Future of Work (FOW) initiative, asking agencies to start developing plans for what work could look like in a post-pandemic world. This included considering agency space needs for County owned and leased facilities. The Governor rescinded all COVID emergency proclamations as of November 1, 2022.<sup>8</sup> In 2023, County agencies were continuing to develop FOW plans, and FMD was in the midst of the SCP; the due date of the next RAMP was amended from September 1, 2023, to September 1, 2025.<sup>9</sup>

The COVID-19 pandemic had broad impacts beyond where County staff work. Very quickly after the pandemic hit Washington state, a need for isolation and quarantine sites for those residents of King County who were sick and currently unhoused was recognized. FMD worked closely with the Department of Community and Human Services (DCHS) and the Department of Public Health-Seattle King County (PHSKC) to lease or purchase locations that were appropriate for this service.

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<sup>5</sup> KCC 4.56.350 [\[LINK\]](#)

<sup>6</sup> Ordinance 19062 [\[LINK\]](#)

<sup>7</sup> Proclamation by the Governor 20-07 [\[LINK\]](#)

<sup>8</sup> Proclamation by the Governor 21-14.6 [\[LINK\]](#)

<sup>9</sup> Ordinance 19667 [\[LINK\]](#)

The success of this effort led to the start of the Health Through Housing (HTH) initiative. HTH is a partnership between FMD and DCHS that has led to the purchase of facilities appropriate for providing permanent supportive housing for King County residents in need of those services. Responsibility for HTH sites has significantly increased the size of FMD's building portfolio, contributing 13 of the 22 new properties FMD has acquired since 2019 and added a new line of business as FMD became responsible for buildings not just where people work or provide services to the public, but now also places where people live.

**Key Current Context:** In August 2024, the County Executive announced a Return to Office (RTO) plan for the executive branch. The RTO effort kicked off in November 2024. In October 2024, FMD, in partnership with the Executive's Office, contracted with a consultant to help agencies review current space and space needs under RTO. The final report was submitted to FMD and the Executive's Office in January 2025 (Appendix A) and included a summary of existing space and illustrative scenarios for future space needs. County agencies are still in the process of revising and implementing FOW/RTO plans.

In December 2024, the King County Auditor's Office sent a letter to the Council flagging the need for "... comprehensive information about its office spaces, employee work locations, and space utilization."<sup>10</sup> FMD is piloting a space utilization report for the two main office buildings (Appendix B) during 2025 and will expand that report to include other FMD managed office buildings and spaces for which reliable utilization data can be gathered in 2026. This report will help inform future agency and FMD decisions regarding space needs.

In addition to ongoing RTO efforts, FMD continues to work in partnership with County agencies to support County initiatives by maintaining King County's real estate assets and providing safe and secure environments for County service delivery.

**Report Methodology:** FMD developed this report by reviewing data from multiple sources including consulting firm Jones Lang LaSalle (JLL), the King County Assessor's Office, and FMD resource management systems including CoStar lease management system, Maximo work order system, and Unifier project management system. FMD also reviewed recommendations and information received from the King County Auditor's Office, received input and guidance from FMD leadership, and partnered with the Department of Executive Services to refine and update information included in the 2025 Real Asset Management Plan.

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<sup>10</sup> Closing data gaps will help promote efficient use of office space [\[LINK\]](#)

## IV. Report Requirements

The 2025 King County RAMP is a planning and policy document for the management of King County real property assets managed by FMD. The RAMP is an internal, strategic, and operational plan that includes planning policies, locations of County agencies and implementation plans, planned moves, and references to King County space standards. The RAMP serves as a policy framework for County facility development and management and guides facility planning processes, decisions, and implementation.

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The foundation of King County's FMD is the mission to responsibly steward the County's public assets and to be an effective partner in delivering County services, with the vision to provide exceptional services and economically and environmentally sustainable work environments within a changing world. King County is an exceptionally dynamic workplace and regional leader, which requires flexibility to adapt to changing demands and concerns in the economy, environment and social needs with a foundation of solid policy to guide decisions for long term security. This RAMP strives to achieve both this flexibility and foundation.

### A. Facilities Management Division's Approach to Real Property Asset Management

Per code KCC 4.56.060,<sup>11</sup> FMD is the primary custodial agency responsible for acquiring and managing property owned by the County. Under the direction of the County Administrative Officer, FMD is responsible for acquiring, disposing, inventorying, leasing and managing real property owned by the County, except when code specifically gives that authority to another agency.

FMD's workforce is divided into eight major sections:

- Director's Office – Responsible for cross-functional programs that impact the work of other FMD sections, including, but not limited to, legislation, communications, emergency management, energy and sustainability, records, training, and continuous improvement;
- Building Operations – Responsible for providing high quality custodial, maintenance, and operations services on a 24/7 basis, and delivering on small capital projects to efficiently support and maintain FMD managed facilities, including Health Through Housing facilities;

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<sup>11</sup> KCC 4.56.060 [\[LINK\]](#)

- Capital Project Delivery – Responsible for delivering large-scale projects at FMD owned and/or managed locations, including Health Through Housing facilities, in alignment with the policy directives of King County government, the facility needs of employees and the public, and for overall service to the community;
- Capital Project Planning – Responsible for systems and asset management programs, overseeing all FMD maintenance and construction contracts, planning and capital finance processes for all capital projects, regardless of size, and delivering on major capital projects;
- Customer Experience – Responsible for intake of all FMD customers’ work orders, including building maintenance, King County employee badging, and KC printshop orders, and providing positive customer interactions with FMD through the main intake units of Customer Care, ID Access, Parking, and the Print Shop;
- Finance – Responsible for providing quality budgeting, accounting, providing financial information to division operations, and oversight of FMD business practices, and coordination between units;
- Real Estate Services – Responsible for acquiring property, negotiating leases, property management, and space allocation for most County services. The section maintains a centralized inventory system of all County-owned real property and conducts sales of surplus property. Real Estate Services processes utility permits, easements, rights-of-way construction permits, and utility franchise agreements;
- Security – Responsible for providing security planning, installation and maintenance of security systems, physical security support, 24/7 emergency dispatch services, and secure access to work areas in FMD owned and managed locations.

The Building Operations, Customer Experience, Capital Project Delivery, Real Estate Services, and Security teams provide internal and external services that are distributed throughout the County. Internal services include security, maintenance, and tenant improvements in FMD managed (owned or leased) locations, agency moves, print shop services, and the purchase or lease of properties to meet agency specific needs.

External services include parking around or near FMD buildings for the public as well as employees, security for visitors to FMD managed (owned or leased) locations, life and safety systems management for County-owned facilities, including Health Through Housing locations, and sales and acquisition of property.

All FMD services are accessed via the Customer Experience team, and that team holds regular quarterly meetings with all County customers to better understand agency needs. In addition, all customer agencies are provided with a standard Service Level Commitment (Appendix C) detailing the standard level of services FMD provides.

The Director’s Office, Capital Project Planning, and Finance teams provide strategic planning, administrative, and financial services to FMD’s customer facing teams. In addition, the Capital Project Planning team is responsible for major capital projects, such as whole building system replacements, which impact customer agencies, but are not driven by agency specific requests.

FMD’s long-term strategy is laid out in the DES FMD 2026-27 Business Plan (Appendix D). It includes the following goals:

- **Climate, Equity, and Social Justice** – Climate, Equity, and Social Justice and King County Values are exemplified in FMD’s people, practices, policies, and decision making.
- **Customer Experience** – FMD focuses on the customer and anticipates their needs.
- **Operational Excellence** – FMD embodies Best Run Government by continuously focusing on innovation and operating efficiently and effectively.
- **Financial Stewardship** – FMD advances a healthy, resilient, and sustainable future through stewardship of County financial resources.
- **Employee Development** – FMD employees are trusted, respected, engaged, and empowered to perform well and grow their professional skills. FMD works to create an environment of trust across the organization.

#### B. Status of 2019 Real Asset Management Plan Strategies and Initiatives

The 2019 RAMP included seven policy implementation strategy updates carried over from the 2016 RAMP. Table 1 below provides an update on these strategies, several of which have been completed or closed out.

*Table 1 - Status of 2019 Real Asset Management Plan Strategies and Initiatives*

2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
Proposal to Develop Countywide Office Space Standards	The proposed Countywide Office Space Standards included in the 2019 RAMP became obsolete during the COVID-19 pandemic and resulting changes to in-office work. FMD will revisit establishing Countywide Office Space Standards after RTO plans have been fully implemented and new County leadership direction has been established.	Paused
Inadequacies in General Government Facilities Major Maintenance Funding	The major maintenance for the County’s facilities is funded by its tenants. <sup>12</sup> The majority of County building space is occupied by General Fund-funded agencies (Appendix E) and the County’s General Fund has been financially strained for decades. The County has a backlog of major maintenance projects due to significant underfunding. Budget proposals prioritize fire, life, and safety-related projects in each budget cycle and the deferral of preventative maintenance frequently causes the need for emergency projects and repairs, which are often costlier than preventative maintenance costs. In support of building a more robust preventative maintenance program, FMD is working to establish a Strategic Asset Management Program that will allow FMD to better track and schedule routine and preventative maintenance with a goal of reducing emergency projects and repairs.	In Progress

<sup>12</sup> Major Maintenance provides for periodic replacement or repair of major building systems and components at King County facilities.

2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
Proposed Restructuring of General Government Occupancy Charge	A new streamlined rate structure was approved by the Council as part of the 2017-2018 budget. The streamlined rate approach consolidates cost-recovery for general government space within one central rate account and reflects uniform rates for space of similar function. The streamlined rate has been successfully implemented for several budget cycles.	Completed
Developing Integrated Asset Management Tools	<p>The COVID-19 pandemic changed the way FMD works. During this extended period of hybrid remote and in-person work, FMD realized that the previously chosen asset management system would not be able to meet FMD's needs, and FMD activated the force majeure clause to cancel the contract. After continued discussion and review of the body of work, FMD decided to no longer look for a single combined facility asset management (CFAM) system. Instead, FMD moved forward looking for best in class solutions for the property leasing and space planning needs separately.</p> <p>In June 2023, FMD entered a contract with CoStar to manage King County's leasing needs.</p> <p>FMD is working with the King County Department of Information Technology (KCIT) and is getting ready to issue a request for proposals (RFP) for a new space planning system. The RFP is expected to go out in the third quarter of 2025 and implementation in the first quarter of 2026.</p>	In Progress
Transitioning King Street Center to County Ownership	This project was completed and closed out in the 2019 RAMP.	Closed
Parking Program Changes	<p><b>King Street Center (KSC)</b></p> <p>Due to the limited availability of parking spaces, all non-King County Fleet vehicles arriving between 8:30 A.M. and 4:30 P.M., Monday through Friday, are required to utilize the garage's complimentary valet service. In addition to offering both daily and monthly parking, the KSC garage also offers event and overnight parking to support local businesses in the Pioneer Square area. In 2026, the KSC garage will be upgrading the parking access and revenue control system (PARCS).</p>	Completed

2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
	<p><b>Judge Patricia H. Clark Children and Family Justice Center (CCFJC)</b>  The CCFJC opened in 2021 and began offering paid public and employee parking in 2023. Levels P3 and P4 are open for daily public parking, while Levels P1 and P2 are restricted to employee parking only. Members of the public doing business with the court or in the Juvenile Detention Center are eligible to receive free parking via validation. Employee monthly parking is restricted to those who have been permanently assigned to CCFJC.</p> <p><b>Goat Hill Garage</b>  The Goat Hill Garage recently upgraded its PARCS system to allow for license plate recognition access and cloud-based continued validation. The garage continues to operate at capacity. In the next four years, FMD plans to resurface the roof level, as well as propose an increase to both employee and public parking rates to better align with market rates. The last rate increase was approved and implemented in 2017.</p> <p><b>Maleng Regional Justice Center (MRJC)</b>  The parking garage at MRJC continues to operate at full capacity due to an increase in court services. A restriping project was completed in 2019, relocating ADA parking stalls from the ground floor to the main entrance floor. In 2025, a resurfacing project for the third level roof parking lot was completed.</p>	
Climate and Sustainability for County Owned and Leased Buildings	FMD strives to operate, maintain, renovate, and build County facilities sustainably and responsibly to maximize reductions in greenhouse gas emissions, optimize efficiency and conservation, and eliminate unnecessary waste. With any County facility, there are several applicable plans, policies, and codes that dictate climate, sustainability, and environmental actions and requirements, including, but not limited to: King County Strategic Climate Action Plan (SCAP), <sup>13</sup>	Ongoing

<sup>13</sup> King County SCAP [[LINK](#)]



2019 Real Asset Management Strategy / Initiative	2025 Update	Current Status
	<p>Green Building Ordinance<sup>14</sup> and Code,<sup>15</sup> RCW 70A.205,<sup>16</sup> RCW 29.26,<sup>17</sup> etc.</p> <p>To advance and comply with these actions and requirements, examples of FMD Climate and Sustainability program activities include, but are not limited to the following:</p> <ul style="list-style-type: none"> <li>• Upgrade and expand Electric Vehicle Charging Infrastructure (EVCI), including deployment of chargers at Goat Hill Garage, King Street Center, Black River, and Orcas to support County fleet vehicles as they electrify.</li> <li>• In collaboration with external partners, analyze feasibility, and develop preliminary plans/designs for establishing Energy Districts in support of decarbonizing County facilities and meeting efficiency and emissions targets.</li> <li>• Conduct energy audits to establish facility decarbonization and resource efficiency road maps and to comply with local and state performance standards.</li> <li>• Streamline waste collection to maximize recycling, composting, and waste diversion from landfills at County facilities to support the County's zero waste goals and comply with local and state requirements.</li> <li>• Support and maximize the reuse and reallocation of lightly used resources (e.g., desks, chairs, cubicles) within the County in support of circular economy efforts and to minimize landfill waste.</li> </ul>	

<sup>14</sup> Green Building Ordinance [\[LINK\]](#)

<sup>15</sup> Green Building Resources Website [\[LINK\]](#)

<sup>16</sup> RCW 70A.205 [\[LINK\]](#)

<sup>17</sup> RCW 19.27A.210 State energy performance standard [\[LINK\]](#)

## C. Current Building Occupancy, Relocations, and Reconfigurations

Since 2019, there have been significant changes to occupancy at County office buildings, especially in the downtown Seattle core. With DNRP's consolidation of the department footprint onto a single floor in KSC, the SCP was developed with the goals of consolidating downtown office space, creating a consolidated customer service center, and closing the Administration Building. The SCP initiated relocations of several agencies and significantly impacted multiple buildings in the downtown core. Building information below captures current occupancy and provides building specific information regarding changes to occupancy since the 2019 RAMP.

Early FOW plans had agencies considering additional space consolidation, however with the RTO directive, agencies are now planning to maintain, or expand, the current physical footprint. FMD is working with agencies to consider options, including possible reconfigurations to spaces, to better serve staff.

Agencies and the Council have expressed interest in knowing how many people are utilizing the space in the major office buildings. FMD has created reports showing overall building utilization for KSC and CNK (Appendix B) and is working on gathering the data necessary to create agency and floor specific utilization reports that will help agencies make future decisions regarding their physical space.

### 1. 2025 County Owned Buildings

The following section provides information on County-owned office buildings, courthouses, and detention facilities that represent the majority of the County's office space. Information includes department location, significant changes from 2019 RAMP, building space benchmarks identifying space allocation per employee established in 2019 RAMP, and future implementation plans and objectives (if known). A listing of all County owned properties can be found in Appendix E, changes in the County owned building inventory and use can be found in Appendix F, and a map of County owned and leased properties can be found in Appendix G.



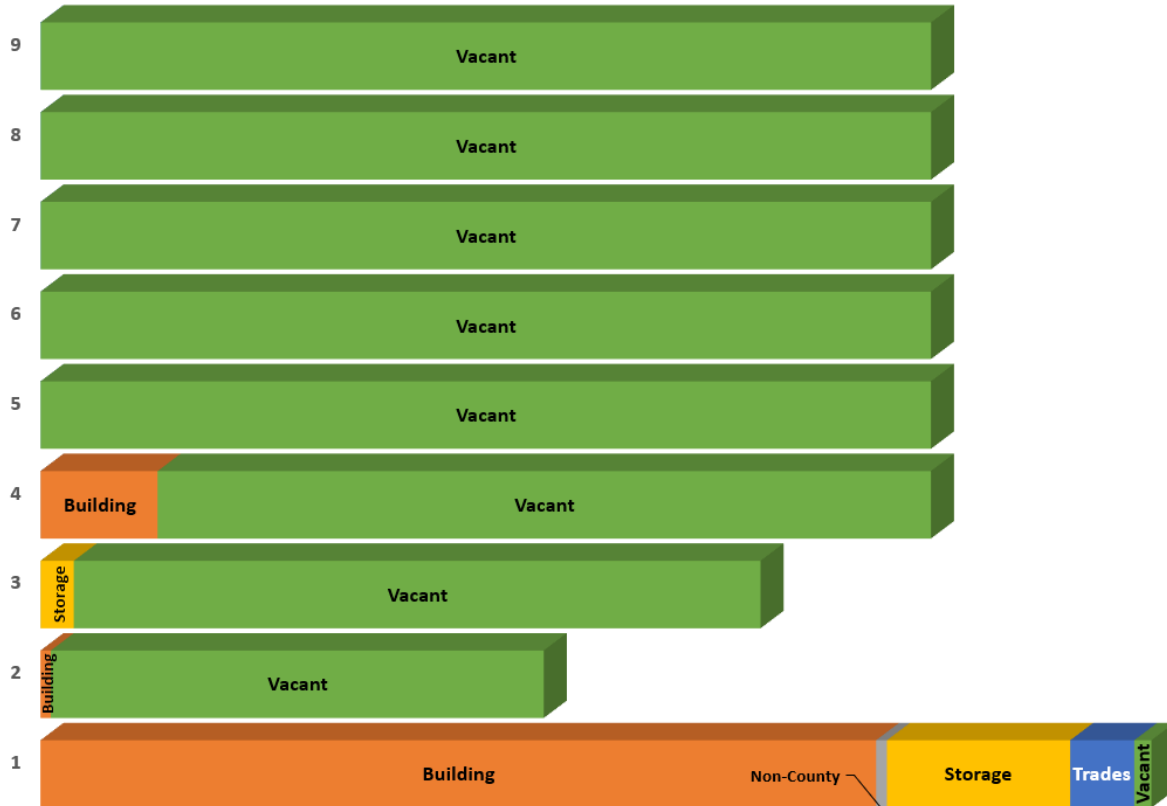
**Administration Building**

Address	500 4 <sup>th</sup> Ave., Seattle
Year Built	1971
Building Net Square Footage	157,329 SF
Construction Class	Reinforced Concrete
Lot Size	59,280 SF
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark	N/A
Agencies Located in Facility	N/A – Vacant

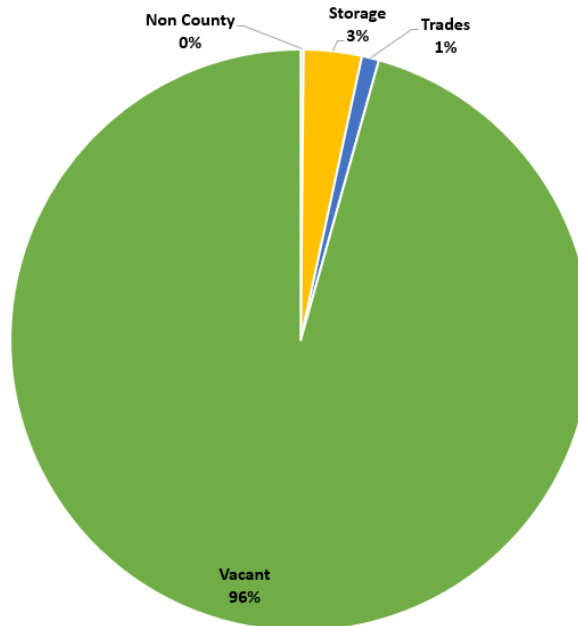
Built in the early 1970s, the Administration Building is an inefficient building with oversized lobbies on each floor that leave a significant amount of underutilized space. During the early days of the COVID-19 pandemic and the transition to remote work, the building was vacated and closed to the public as part of the SCP. The closure was included in the 2021-2022 biennial budget as an Executive proposed initiative to reduce utility and maintenance costs, and the final tenant relocated out of the building in September 2024, allowing the building systems to be placed in a minimal use state. The closure of the Administration Building also impacts millions of dollars in major maintenance funds.

While there have been no tenants in the Administration Building since September 2024, the building is currently used to house furniture, cubicle components, and supplies waiting to be redistributed. FMD is working with Fleet Services Division Surplus Team to repurpose, recycle, or surplus these items in a responsible and environmentally appropriate manner. The first floor of the Administration Building remains in use as part of the accessible path from the Goat Hill Garage to the King County Courthouse. Future plans for the Administration Building will be incorporated in the Civic Campus Master Plan.

### Administration Building



Administration % Space Allocation by Department



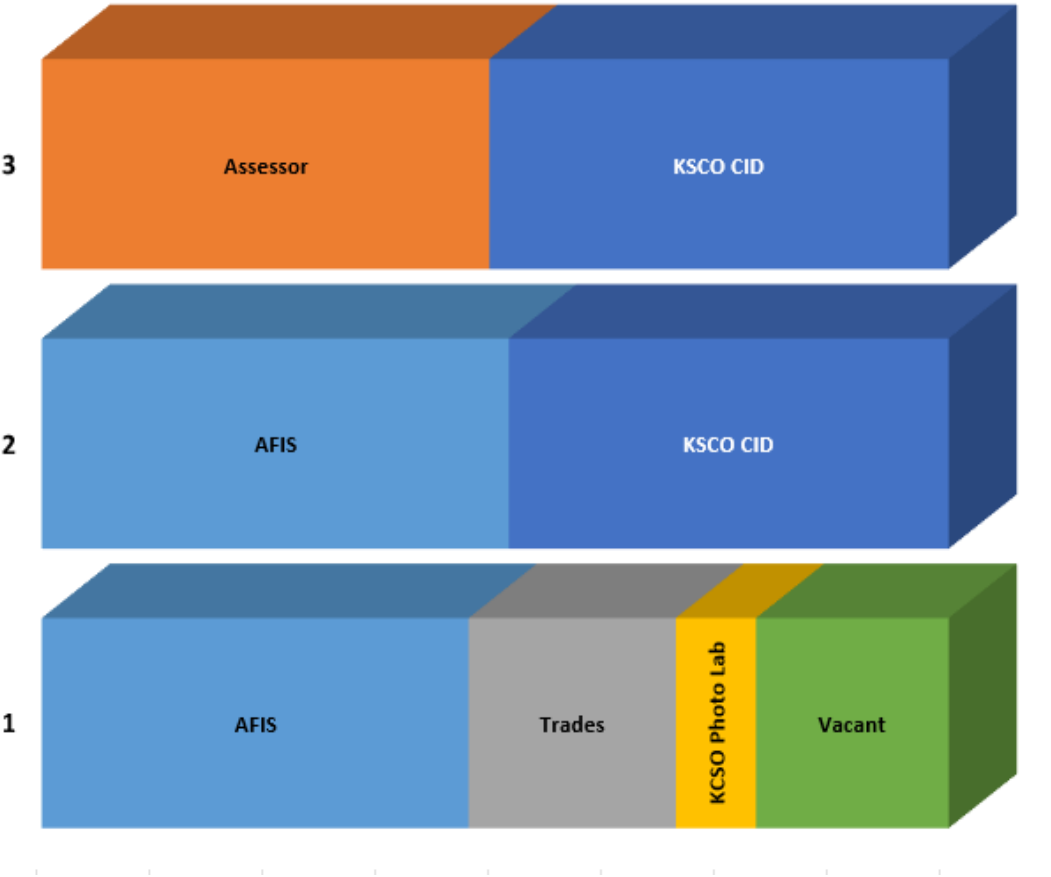


### **Blackriver Building**

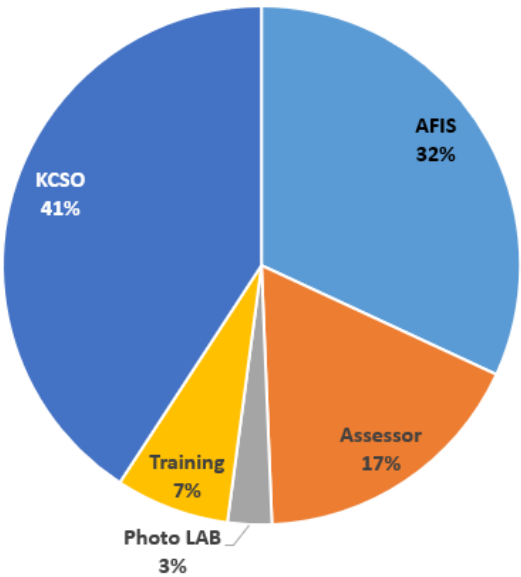
Owned Building Address	900 Oaksdale Ave. SW, Renton
Year Built	1990
Building Net Square Footage	66,852
Construction Class	Structural Steel
Lot Size	214,079
Present Use	Office Building
Views	No
Waterfront	No
Office Space Benchmark	161 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• King County Sheriff's Office (KCSO) Automated Fingerprint Identification System (AFIS)</li> <li>• KCSO Photo Lab</li> <li>• KCSO Criminal Investigation Division (CID)</li> <li>• Assessor's Office.</li> </ul>

The Blackriver Building is office space located within South King County. The Criminal Investigation Division was relocated from the Administration Building to the Blackriver Building as a part of the SCP and filled the majority of remaining vacant space in the Blackriver Building. FMD is working to identify use for the remaining vacant space on the 1<sup>st</sup> floor of the building.

# Blackriver 2025



Blackriver % Space Allocation by Department





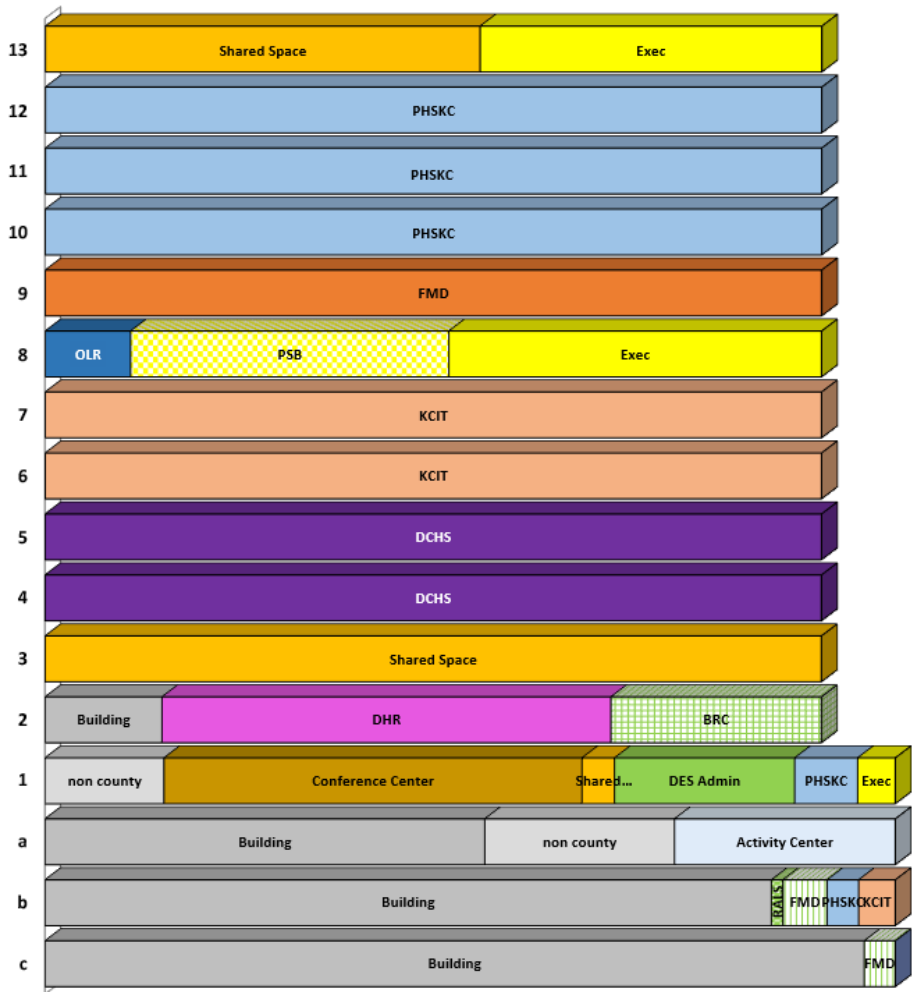
**Chinook Building**

Address	401 5 <sup>th</sup> Ave., Seattle
Year Built	2006
Building Net Square Footage	303,939 SF
Construction Class	Structural Steel
Lot Size	28,320 SF
Present Use	Office Building
Views	No
Waterfront	No
Office Space Benchmark	140 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• The Office of the Executive (EXEC)</li> <li>• King County's Department of Information Technology (KCIT)</li> <li>• Office of Performance Strategy and Budget (PSB)</li> <li>• Business Resource Center (BRC)</li> <li>• Department of Community and Health Services (DCHS)</li> <li>• Department of Public Health Seattle-King County (PHSKC)</li> <li>• Department of Human Resources (DHR)</li> <li>• Department of Executive Services Director's Office (DES)</li> <li>• Office of Labor Relations (OLR)</li> <li>• FMD</li> </ul>

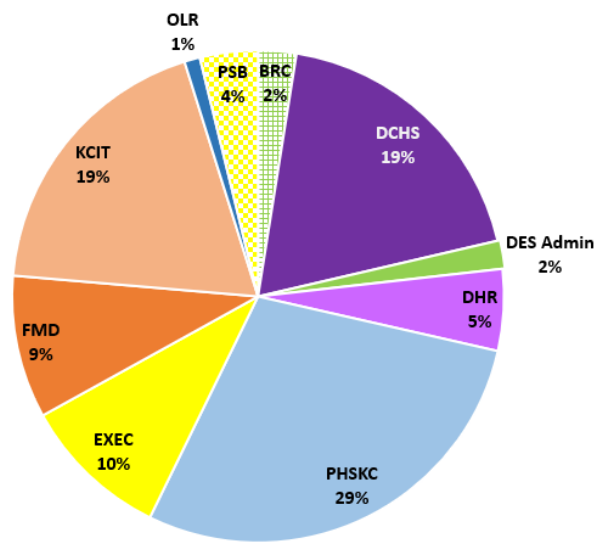
The Chinook Building holds office space for County operations and hosts two conference centers available for all employees to use. The first-floor conference center is accessible to non-County attendees, which includes rooms of various sizes for meetings up to 100 attendees, with all FMD managed conference rooms equipped with standard audio/visual equipment. The newly created 13<sup>th</sup> floor collaboration and conference center requires employee access, includes rooms of various sizes, and the open collaboration area can host events for 100+ attendees. FMD is developing plans to add additional shared workstations, collaboration, and conference room space on the vacant Chinook 3<sup>rd</sup> floor.



### Chinook 2025



Chinook % Space Allocation by Department



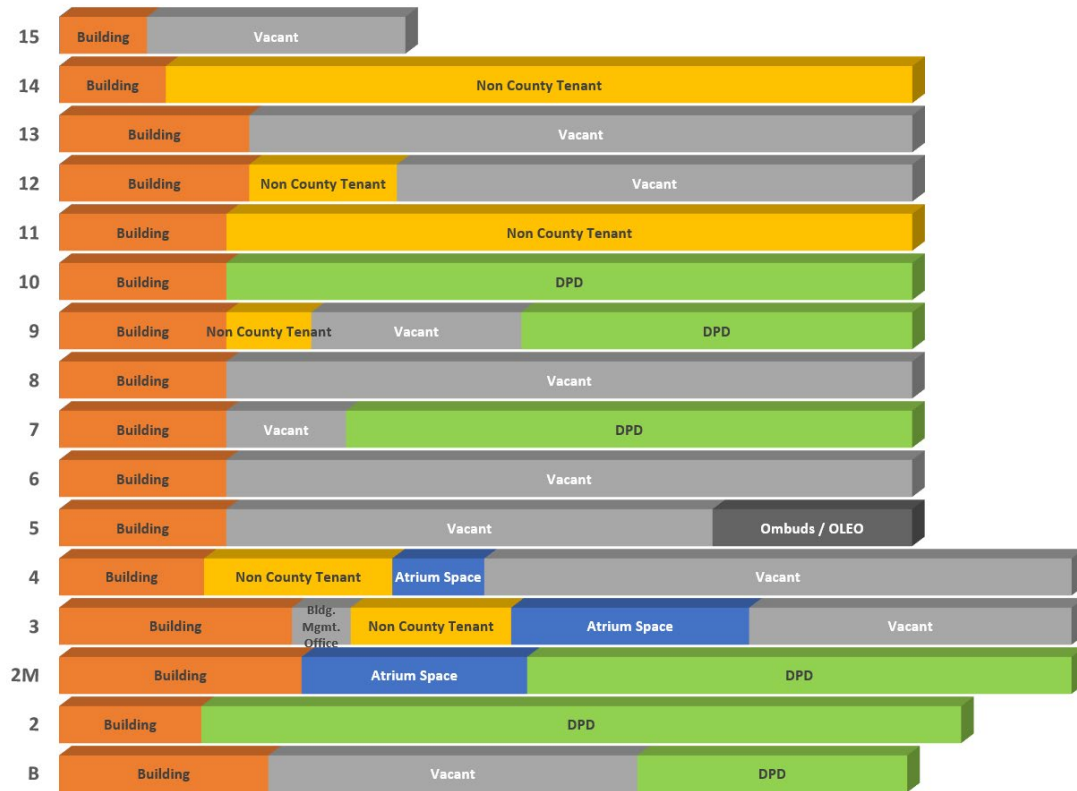


**Dexter Horton Building**

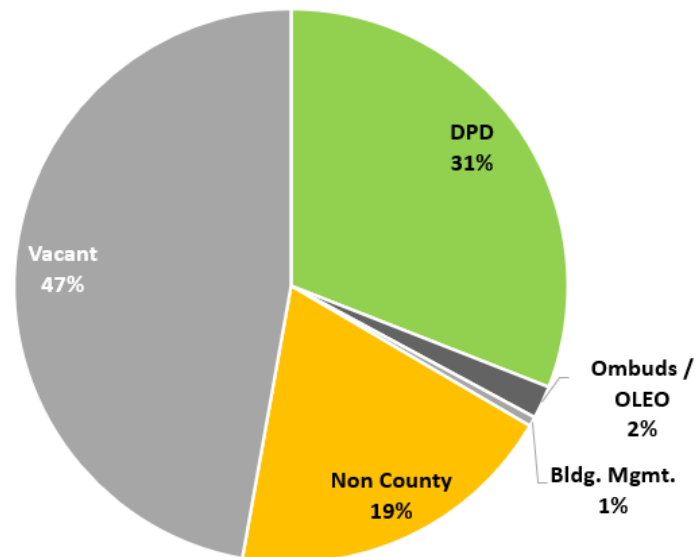
Address	710 Second Avenue, Seattle
Year Built	1922
Building Net Square Footage	336,355
Construction Class	Reinforced Concrete
Lot Size	28,200
Present Use	Office Building
Views	No
Waterfront	No
2025 Office Space Benchmark	140 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• Department of Public Defense (DPD)</li> <li>• Non-County tenants - Multiple</li> </ul>

DPD has been leasing space in the Dexter Horton Building for several years and has an immediate need for additional space. In 2024, while conducting a property search and lease analysis for additional space for DPD, FMD identified an opportunity to purchase the Dexter Horton Building at a price that was economically advantageous to the County over continuing to pay the lease rates at the building.

## Dexter Horton 2025



## DH % Space Allocation by Department / Tenant



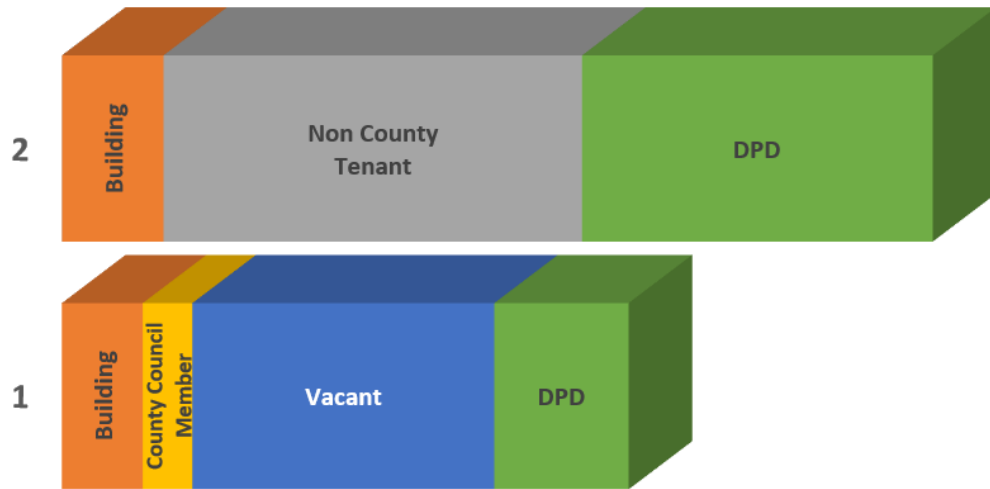


**Kent Valley Professional Center (KVPC)**

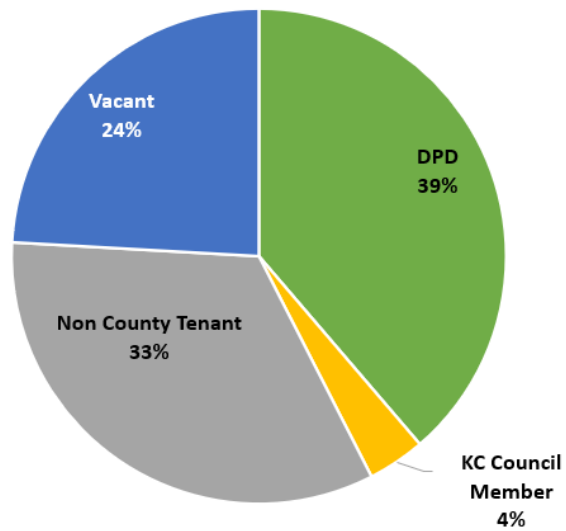
Address	124 4th Ave. S, Kent
Year Built	2005
Building Net Square Footage	22969
Construction Class	Wood Frame
Lot Size	17638
Present Use	Office Building
Views	No
Waterfront	No
2025 Office Space Benchmark	250 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• Department of Public Defense</li> <li>• Non-County tenants – Multiple</li> </ul>

The County purchased Kent Valley Professional Center (KVPC) in 2019 to support the need for additional office space in the vicinity of the Maleng Regional Justice Center. KVPC not only hosts County agencies but also offers retail space for rent to the general public.

### Kent Valley Professional Center



KVPC % Space Allocation by Department / Tenant



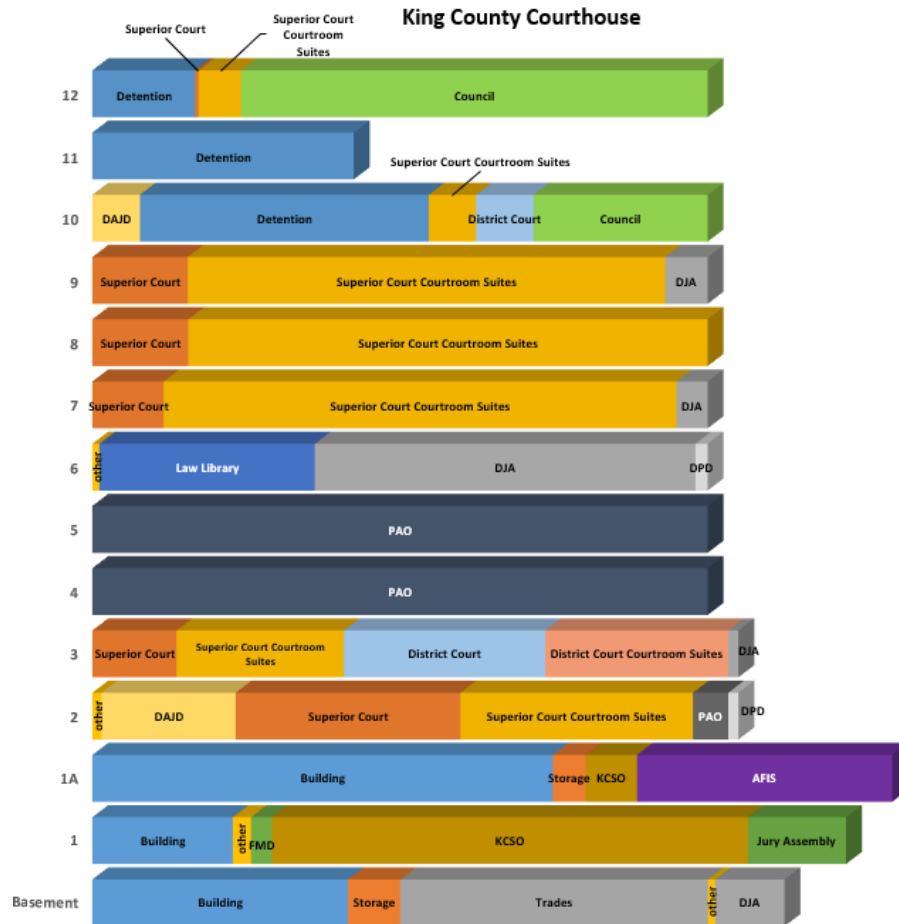


### **King County Courthouse**

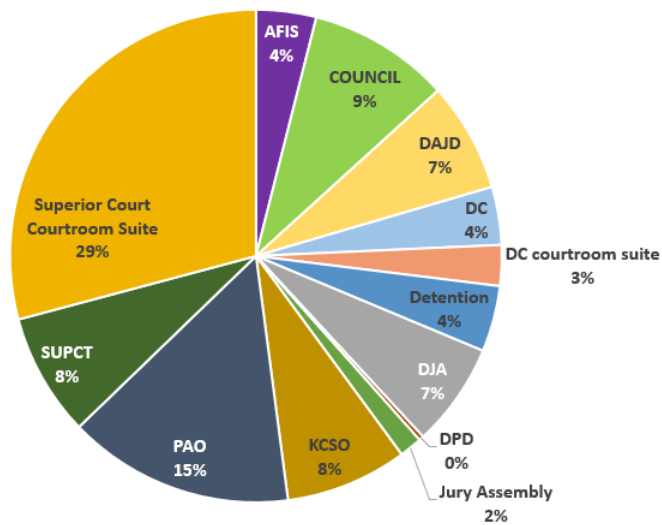
Address	516 3 <sup>rd</sup> Ave., Seattle
Year Built	1916
Building Net Square Footage	482,760 SF
Construction Class	Reinforced Concrete
Lot Size	57,120 SF
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark <sup>18</sup>	241 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• Superior Court (SUPCT)</li> <li>• King County Sheriff's Office (KCSO), KCSO's Automated Fingerprint Identification System (AFIS)</li> <li>• King County Council</li> <li>• Department of Adult and Juvenile Division (DAJD)</li> <li>• District Court (DC)</li> <li>• Department of Judicial Administration (DJA)</li> <li>• DES Inquest Program</li> <li>• Department of Public Defense (DPD)</li> <li>• Prosecuting Attorney's Office (PAO)</li> </ul>

<sup>18</sup> The office space benchmark for the KCCH does not apply to, nor does it include in the calculation, space identified as courtroom suites (courtrooms, courtroom ante rooms, judges' chambers, bailiffs' offices, commissioners' offices, jury rooms and any restrooms for the exclusive use of jurors and judges).

The King County Courthouse (KCCH) is the second oldest building on the King County Civic Campus and is considered a protected historic landmark. KCCH provides court operations, King County Council operations, sheriff office services and court clerk services.



**KCCH % Space Allocation by Department**







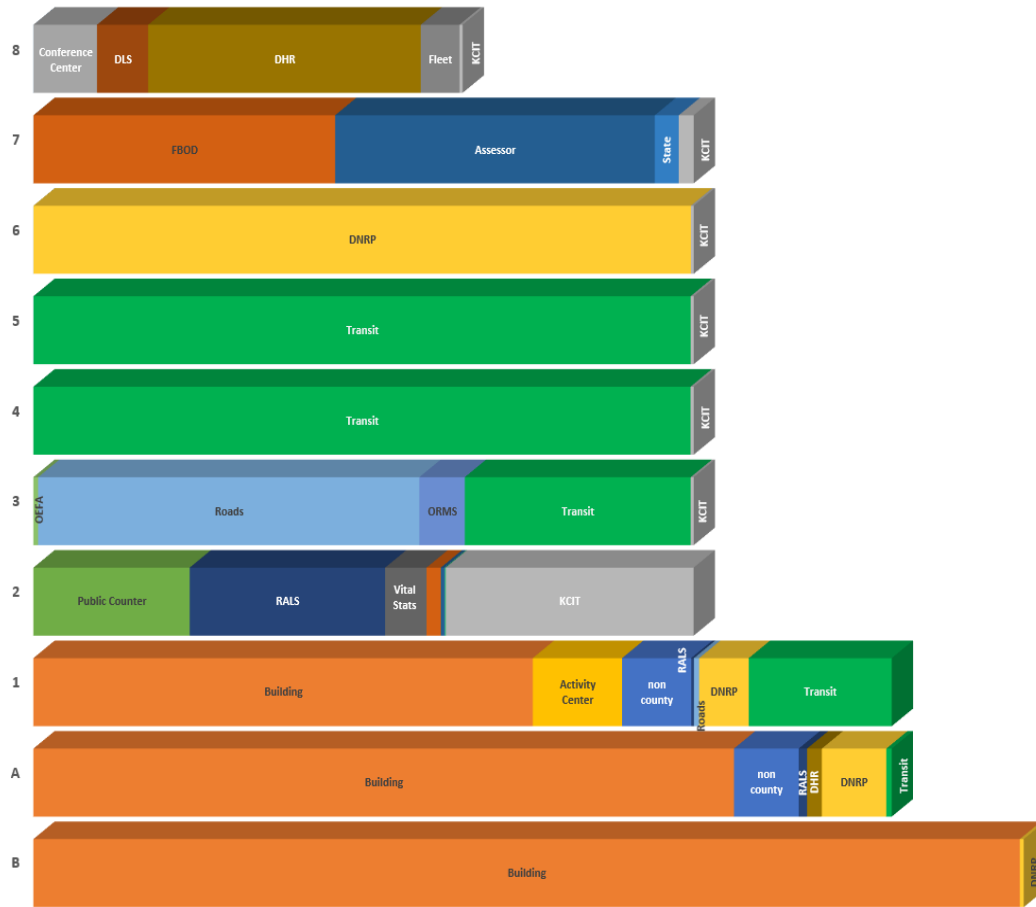
**King Street Center**

Address	201 S Jackson St., Seattle
Year Built	1998
Building Net Square Footage	321,474 SF
Construction Class	Reinforced Concrete
Lot Size	57,437 SF
Present Use	Office Building
Views	No
Waterfront	No
Office Space Benchmark	140 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• Department of Local Services (DLS)</li> <li>• Fleet Services Division (FSD)</li> <li>• Finance and Business Operations Division (FBOD)</li> <li>• Assessor</li> <li>• DNRP</li> <li>• King County Metro (Transit)</li> <li>• Office of Economic and Financial Analysis (OEFA)</li> <li>• Roads Services Division (Roads)</li> <li>• Office of Risk Management Services (ORMS)</li> <li>• Records and Licensing Services (RALS)</li> <li>• Vital Statistics</li> <li>• KCIT</li> </ul>

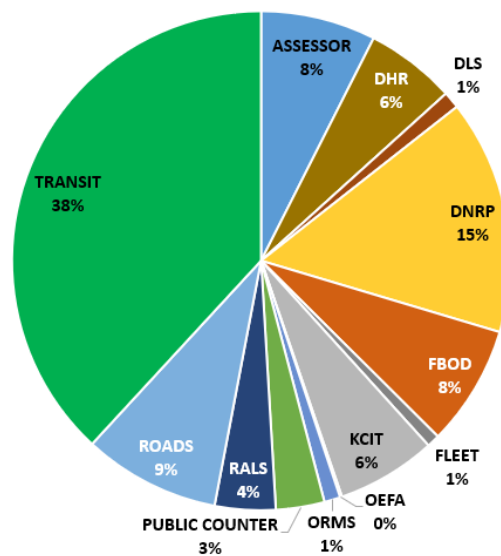
Prior to the SCP, DNRP occupied 48 percent of KSC. DNRP's reduction of space, along with consolidation of space utilized by KCIT and Transit at KSC, created space for the relocation of the Assessor, FBOD, OEFO, ORMS, RALS, and Vital Statistics. Along with the space consolidations and relocations at KSC, the newly created King County Customer Service Center (CSC) opened for public use in April 2023. The CSC is

designed to be a “one-stop shop” for many of the most requested services offered by King County. The services that can be accessed at KSC are: ORCA pass sales; Metro lost and found; ordering birth or death certificates; filing claims against the County; document recording; marriage licensing; pet licensing; process server registration; applications for property tax exemption/deferrals; property tax payments; taxi, for-hire, and transportation network company licensing, and car, truck, and boat licensing.

### King Street Center 2025



### KSC % Space Allocation by Department



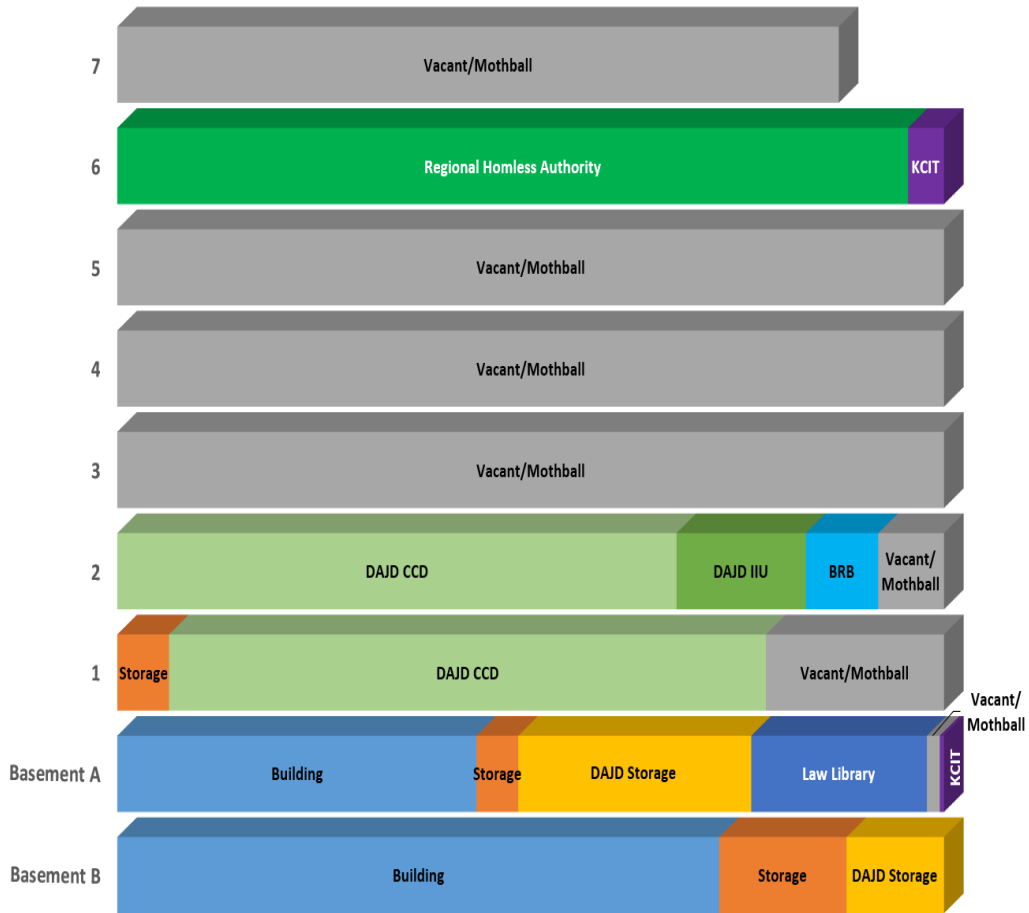


**Yesler Building**

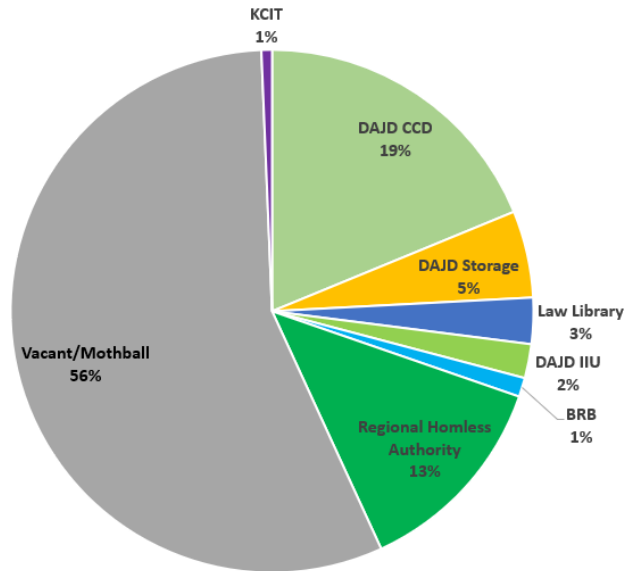
Address	400 Yesler Way, Seattle
Year Built	1909
Building Net Square Footage	90,040 SF
Construction Class	Reinforced Concrete
Lot Size	16,266 SF
Present Use	Historic Prop (Office)
Views	No
Waterfront	No
Office Space Benchmark	221 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• Department of Adult and Juvenile Detention (DAJD)</li> <li>• King County Regional Housing Authority (leased space)</li> </ul>

The Yesler building is the oldest building in the King County Civic Campus. The majority of the Yesler Building is vacant, and there are no immediate plans to add additional occupants. Future plans for the Yesler Building will be incorporated in the Civic Campus Master Plan.

## Yesler



Yesler % Space Allocation by Department





**King County Correctional Facility (KCCF)**

Address	500 Fifth Ave., Seattle
Year Built	1996
Building Net Square Footage	47,321
Construction Class	Masonry
Lot Size	118,195
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark	N/A
Agencies Located in Facility	Department of Adult and Juvenile Division (DAJD)

The King County Correctional Facility provides detention services and is operated by DAJD. The facility operates as a 24-hour, seven day a week operation. FMD meets with DAJD leadership regularly to discuss facility support needs to ensure the safety and security of the facility as well as detention staff and the public. Facilities that house persons in 24-hour operations are the highest priority for FMD responses.



**Maleng Regional Justice Center (MRJC)**

Address	401 Fourth Ave. N, Kent
Year Built	1997
Building Net Square Footage	233,000
Construction Class	Masonry
Lot Size	425,205
Present Use	Governmental Service
Views	No
Waterfront	No
Office Space Benchmark <sup>19</sup>	205 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• Department of Adult and Juvenile Detention (DAJD)</li> <li>• King County Superior Court</li> <li>• King County District Court</li> <li>• Department of Judicial Administration (DJA))</li> <li>• King County Sheriff's Office (KCSO)</li> <li>• Prosecuting Attorney's Office</li> <li>• FMD</li> </ul>

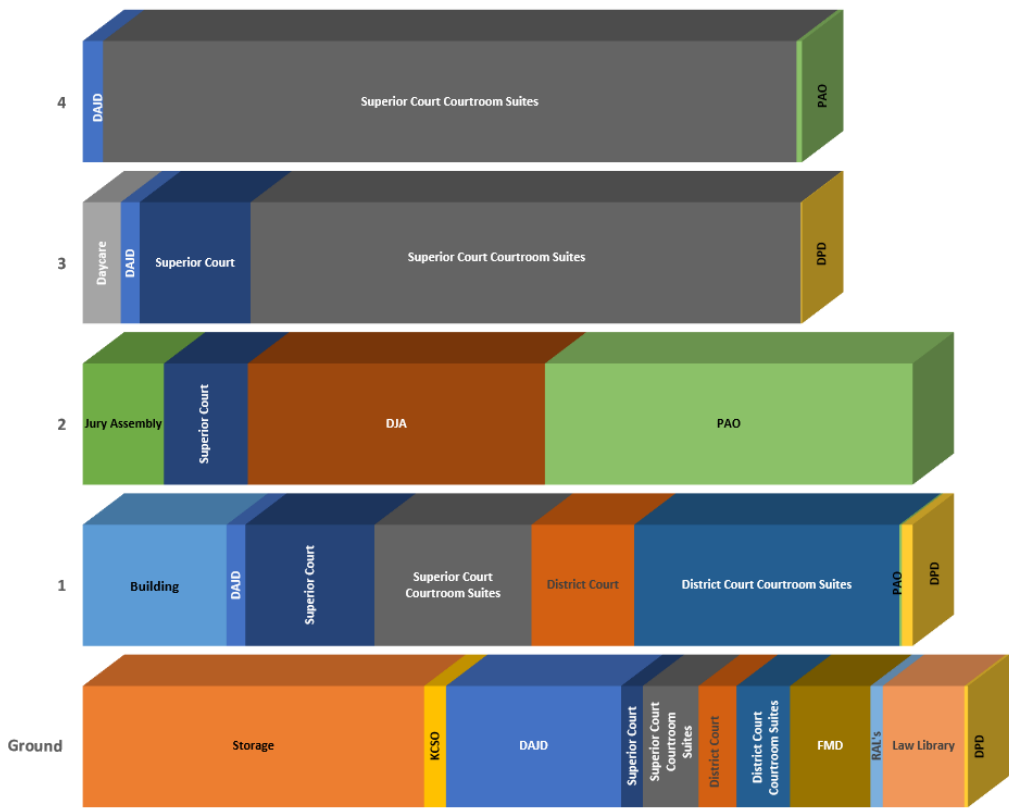
The Maleng Regional Justice Center (MRJC) provides detention services operated by DAJD, as well as court services open to the public. The detention portion of the facility operates as a 24-hour, seven day

<sup>19</sup> The office space benchmark for the MRJC does not apply to, nor does it include in the calculation, space identified as courtroom suites (courtrooms, courtroom ante rooms, judges' chambers, bailiff's offices, commissioners' offices, jury rooms and any restrooms for the exclusive use of jurors and judges)

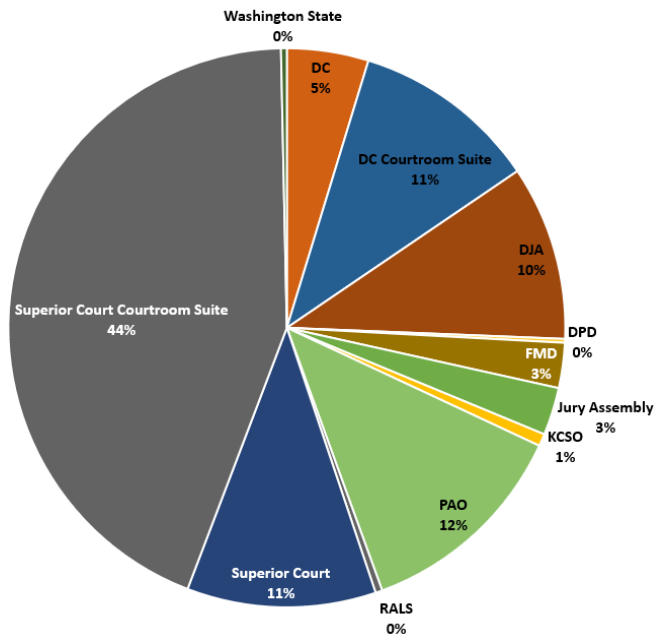
a week operation. FMD meets with DAJD leadership regularly to discuss facility support needs to ensure the safety and security of the facility as well as detention staff and the public. Facilities that house persons in 24-hour operations are the highest priority for FMD responses.



MRJC 2025



MRJC % Space Allocation by Department





### **Judge Patricia H. Clark Children and Family Justice Center (CCFJC)**

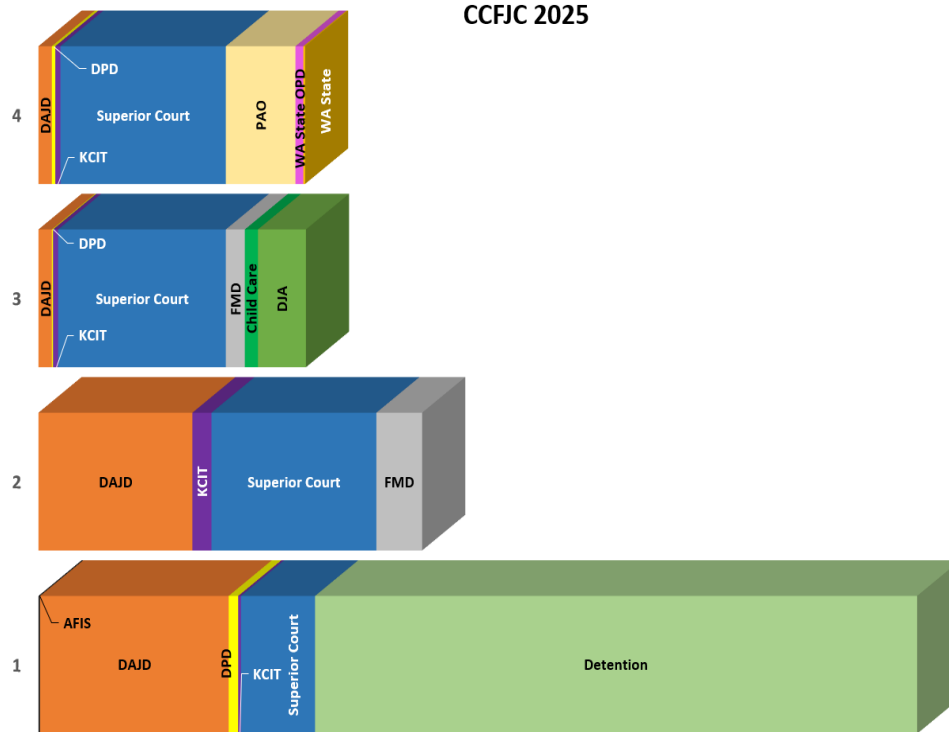
Address	1211 E Alder St.
Year Built	2019
Building Net Square Footage	237,533
Construction Class	Structural Steel
Lot Size	365,674
Present Use	Governmental Service
Views	No
Waterfront	No
2025 Office Space Benchmark <sup>20</sup>	205 USF per FTE
Agencies Located in Facility	<ul style="list-style-type: none"> <li>• King County Superior Court</li> <li>• Department of Judicial Administration (DJA)</li> <li>• Prosecuting Attorney's Office (PAO))</li> <li>• Department of Adult and Juvenile Detention (DAJD)</li> <li>• FMD</li> </ul>

The Judge Patricia H. Clark Children and Family Justice Center (CCFJC) opened for use in February 2020 and provides space for courts services for youth and families, an on-site school in partnership with Seattle Public Schools, a detention center, and two large conference rooms that available for County and public use.

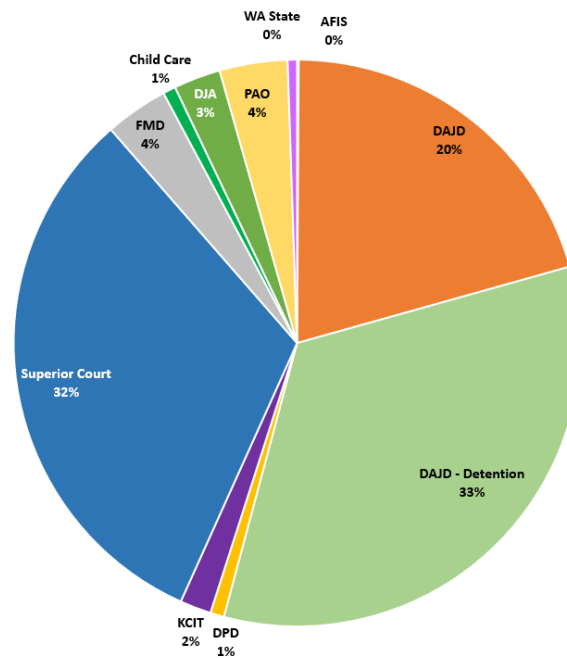
<sup>20</sup> The office space benchmark for the MRJC does not apply to, nor does it include in the calculation, space identified as courtroom suites (courtrooms, courtroom ante rooms, judges' chambers, bailiff's offices, commissioners' offices, jury rooms and any restrooms for the exclusive use of jurors and judges)

The facility operates as a 24-hour, seven day a week operation. FMD meets with DAJD leadership regularly to discuss facility support needs to ensure the safety and security of the facility as well as detention staff and the public. Facilities that house persons in 24-hour operations are the highest priority for FMD responses.

## CCFJC 2025



## CCFJC % Space Allocation by Department



## 2. 2025 Leased Locations

Table 2 below shares information related to leased office space; Appendix H contains a full list of leased properties including public health, law enforcement, and other non-office space properties.

*Table 2 – Leased Office Space Locations*

<b>Building Name</b>	<b>Address</b>	<b>City</b>	<b>Lease Area</b>	<b>Expiration Date</b>	<b>Tenant</b>
Work Source - Tukwila	645 Andover Park W	Tukwila	20,926	8/31/2029	DCHS
Vets - Parkwest Commons	625 Andover Park W	Tukwila	9,085	8/31/2029	DCHS
Vashon DLS	17141 Vashon Hwy. SW	Vashon	100	12/31/2025	DLS
Skyway Resource Center	12610 76th Ave. South	Seattle	455	12/31/2028	DLS, DPH
JEFFERSON BLDG	1401 E Jefferson St.	Seattle	21,039	5/31/2035	DPD
Ninth & Jefferson Building	908 Jefferson St.	Seattle	963	3/31/2027	DPD
Meeker Law Building	420 W Harrison St.	Kent	24,370	6/30/2029	DPD ACA
SeaTac Village Shopping Center	1700 S 320th St.	Federal Way	1,813	10/31/2027	DPH
Environmental Health North Cr.	19119 North Creek Parkway	Bothell	2,487	9/30/2028	DPH
Ninth & Jefferson Building	908 Jefferson St.	Seattle	44,000	12/31/2036	FMD Harborview
Columbia Center	701 5th Ave.	Seattle	34,548	8/21/2033	PAO
PAO Family Support	724 W Smith St.	Kent	6,090	8/31/2026	PAO
Cedar Hills Trailer	16646 228th Ave. SE	Maple Valley	21,500	3/31/2030	SWD
Pennon Bldg.	5303 1st Ave. S	Seattle	14,976	2/29/2028	KCSO, Transit
KCSO Office, Parking, Storage	4100 Carillon Point	Kirkland	1,321	M-M	KCSO
Graybar Building	416 Occidental Ave. S	Seattle	22,000	6/30/2029	FMD, FBOD, KCIT, Transit
Interbay Office Warehouse WTD	2501 W Commodore Way	Seattle	68,972	5/31/2043	WTD

#### D. New and Expanding Lines of Business

This section presents new and expanding lines of business that FMD has been engaged in since the 2019 RAMP.

##### 1. Acquisitions

Prior to 2020, building and facility acquisitions were rare. Since 2020, FMD has acquired 22 new facilities to support various County functions and initiatives, including Health Through Housing (HTH), Crisis Care Initiative, and Harborview Bond Project, among others. A list of buildings acquired during the 2019-2025 period is shown in Table 3 below.

*Table 3 – Buildings acquired during 2019-2025*

Building Name	Address	City	King County Program/Use	Year Acquired
Kent Valley Professional Center	124 4th Ave. S	Kent	General Portfolio/Retail Space	2019
Central Motel	1233 Central Ave. N	Kent	Former Isolation and Quarantine Shelter – Surplus process underway	2020
Downtown Public Health	2124 4th Ave.	Seattle	Public Health Facility	2020
Argyle Building	411 Jefferson St.	Seattle	HTH	2021
Bob G Inn	505 1st Ave. N	Seattle	HTH	2021
Don's Place	9 16th St. NW	Auburn	HTH	2021
Haven Heights	2122 152nd Ave. NE	Redmond	HTH	2021
Mary Pilgrim Inn	14115 Aurora Ave. N	Seattle	HTH	2021
Salmonberry Lofts	224 S Washington St.	Seattle	HTH	2021
Sidney Wilson House	1150 Oakesdale Ave. SW	Renton	HTH	2021
The Booker House	1400 S 320th St.	Federal Way	HTH	2021
The Gateway	13300 Stone Ave. N	Seattle	HTH	2021
Federal Way (Former) Extended Stay	1688 S 348th St.	Federal Way	HTH	2021
Cascade Hall Residential Facility	204 NE 94th St.	Seattle	DCHS	2022
La Quinta	10530 Northup Way	Kirkland	HTH	2022
Sharyn Grayson House	1010 E Republican St.	Seattle	HTH	2023
Dexter Horton	710 Second Ave.	Seattle	Civic Campus	2024
Shoreline Behavioral Health Center	1514 NE 146th St.	Shoreline	DCHS	2024

Building Name	Address	City	King County Program/Use	Year Acquired
Renton (Former) Red Lion Hotel	1 S Grady Way	Seattle	Former Isolation and Quarantine Shelter – Surplus process underway	2024
9th & Alder	755 Alder St.	Seattle	Harborview Bond Project	2024
RASKC Shelter	5920 S 194th St.	Kent	Animal Shelter	2025
Sobering Center Sodo	1950 1st Ave. S	Seattle	DCHS	2025

FMD continues to actively work on several potential acquisitions in support of County agencies or initiatives, including locations for the Crisis Care Center initiative and a new location for the King County Sheriff's Office Property Management Unit.

## 2. Harbor Island Studios

In 2021, FMD, in partnership with the Department of Natural Resources and Parks' Solid Waste Division and the Office of the Executive, with the support of the King County Council, transformed 117,000 square footage of County-owned warehouse space into a fully functioning film production studio known as Harbor Island Studios.

Harbor Island Studios was created to counteract the lack of resources for a once thriving film community in King County. The studios are operated by the Office of Creative Economy within the Executives Department, in support of the Action Plan to Prioritize Growth of Local Film Industry.<sup>21</sup> Harbor Island Studios gives an opportunity for industry professionals to keep working in King County rather than in other states and countries. What was formally used as a warehouse for storage has now been renovated, creating two soundproof stages with office spaces that are available for postproduction and other clerical needs. FMD provides ongoing support to Harbor Island Studios, including issuing special use permits to users of the space, custodial service, and providing in-person facilities management support to assist with facility and access issues.

## E. Long-Term Facility Planning Initiatives

This section presents current FMD efforts to provide long-term facility planning, including updates to 2019 long term facility planning and new 2025 long term planning initiatives.

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<sup>21</sup> Action Plan to Prioritize Growth of Local Film Industry [\[LINK\]](#)

## 1. Updates from 2019 Long-Term Facility Planning

The 2019 RAMP included eight long-term planning strategies. Table 4 below provides an update on these strategies.

Table 4 – Status of 2019 Long-Term Facility Planning Initiatives

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
Civic Campus Master Plan Scoping and Methodology Proposal	<p>The Executive established a Community Advisory Committee and a Government Partners Committee to advise on civic campus planning. The former is comprised of engaged community partners. The latter is comprised of elected leaders from King County and the City of Seattle, as well as judges, other government leaders, and staff. Northwest Studio and the FMD kicked off a four-phase planning effort:</p> <ul style="list-style-type: none"> <li>• Phase I: Project Understanding/Data Gathering (2018)</li> <li>• Phase II: Gap Analysis (2020)</li> <li>• Phase III: Planning/Analysis (2019-2020)</li> <li>• Phase IV: Strategic Plan Development and Actions (2020-ongoing)</li> </ul> <p>This work resulted in the King County Civic Ground strategic plan<sup>22</sup> to guide the transformation of County buildings and urban spaces. It also resulted in a shared vision and guiding principles to aid in aligning planning strategies for new facilities with County and community priorities. The vision and guiding principles were developed by interested parties, clients, neighbors, and County officials and embraced by King County.</p> <p>Work to be continued 2025-2027: The next phase includes a 2026-2027 budget proposal to establish a Civic Campus Stewardship Committee by ordinance. The Committee will facilitate the development and implementation of a Civic Campus Master Plan.</p> <p>FMD will review information gathered in the Civic Campus effort to finalize a facilities requirements assessment and document any gaps identified in operational needs to inform future RAMP reports.</p>	In Progress

<sup>22</sup> King County Civic Ground strategic plan [\[LINK\]](#)



2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
King County Courthouse Revitalization Project	<p>FMD continues to evaluate projects that meet the life and safety criteria established for KCCH projects as well as considerations and recommendations from the Downtown Civic Campus study. This includes:</p> <ul style="list-style-type: none"> <li>• Fire Alarm Project – The KCCH Fire Alarm Replacement Project will replace the Fire Alarm system for the KCCH with a new system control panel and notification devices that will be the latest technology being standardized throughout the County.</li> <li>• Elevator Assessment – The King County Courthouse Elevators Assessment study is just one part of the scope of services for assessing elevators Countywide. The project is in the phase of creating a Goods and Services contract scope of work with site work to begin Q4 2025. This project includes an assessment of the working conditions and safety of the Courthouse’s 10 public elevators, internal staff elevator, and two freight elevators, including one that transports defendants to and from the courtrooms.</li> <li>• Superior Court Chief Criminal Court project – The Chief Criminal Courtroom project will remain in the planning and pre-design phase through 2025, with an emphasis on examining different space options and comparable costs, the related cost impacts of transporting jail residents to court, and general planning and coordination with removal of the existing Skybridge to the Jail and envisioned Civic Campus Plan.</li> </ul>	In Progress
Archives and Records Center Warehouse	Capital improvements of the Archives Building were completed in 2024. The improvements at the Archives Building included improved customer service space, a doubling of the space with HVAC climate control systems, and the installation of high efficiency lighting.	Completed
Space Needs for the Department of Public Defense	The 2016 and 2019 RAMP outlined the continued need for space for public defense staff near the KCCH, CFJC and MRJC locations. FMD has made progress to address the space needs for DPD with the purchase of the Dexter Horton building in downtown Seattle, renewed lease of space at the Jefferson Building near the CCFJC, and expansion of DPD space at the Kent	In Progress

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
	<p>Valley Professional Center located near the MRJC. Due to recent standards adopted by the Washington State Bar Association, DPD staffing and space needs will continue to rise as DPD anticipates a significant increase in staffing over the next several years. FMD continues to actively work with DPD to provide office space solutions, including expanding the DPD footprint at both Dexter Horton and Kent Valley Professional Center.</p>	
Managing Facilities Associated with King County Public Health	<p>FMD continues to support DPH efforts to reduce facility overhead costs by helping them find and move to locations where partnerships and integrated services can be brought under the same roof or onto the same campus, and by surplus or repurposing costly buildings that are no longer needed. Recent property actions to support DPH include:</p> <ul style="list-style-type: none"> <li> <b>Purchase of the Downtown Public Health Building in 2020.</b>  The clinic provides a range of vital health services, with a focus on serving people who are experiencing homelessness, and associated support programs such as primary care, dental services, Women, Infants and Children Nutrition (WIC), maternity support services, Kids Plus, refugee screening, opioid use disorder services, and a needle exchange. Ownership of the property will allow for the continuation and expansion of services without the restrictions inherent in leasing from a private landlord. </li> <li> <b>Sale of the Federal Way Public Health Building to HealthPoint (HP) in May of 2025.</b>  King County transferred ownership of the facility to HP in exchange for HP's renovation of the building and a granting of free rent to the County for 10 years, among other financial considerations. The lease contains two five-year options, and the lease rate will be at market value at the time the option is exercised. </li> </ul>	In Progress

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
	FMD will continue to partner with PHSKC to review and evaluate property leases and suitability of property to meet Public Health's needs as existing leases expire.	
Downtown Facility Planning	Ongoing downtown facility planning will be incorporated into the Civic Campus Master Planning effort.	Closed
Harborview Campus	<p>On November 3, 2020, more than 70 percent of King County voters approved Proposition 1, authorizing the County to sell \$1.74 billion in bonds to fund facility and infrastructure improvements at Harborview Medical Center (HMC). Since its passage, FMD has worked diligently to establish the necessary organization and management structures needed to implement this complex capital program; one of the largest in King County's history.</p> <p>The Harborview Bond Project updated Program Plan was approved by Motion 16435.<sup>23</sup> It has three key components: 1) construction of a new multi-story medical tower; 2) renovation of essential services currently located in older hospital spaces, and 3) expansion of County spaces located in older hospital facilities. The updated Program Plan was developed after considering the operational needs of Harborview and the shared priorities of King County, the Board of Trustees, and UW Medicine.</p> <p>The Harborview Bond Program publishes regular dashboards to share progress on the Harborview Bond Program website. In addition, the County Executive provides regular monthly to the County Council on the status of the Harborview Bond program.</p>	Ongoing
South County Facility Planning	FMD continues to partner with agencies to address space needs in the south county area. This includes bringing the Blackriver Building to full occupancy and purchase of the new Kent Animal Shelter building, anticipated to open in 2027. FMD continues to investigate options to meet the expanding needs of DPD in the vicinity of the MRJC, and FMD is actively	Ongoing

<sup>23</sup> Appendix E - Motion 16435

2019 RAMP Long-Term Facility Planning Initiative	2025 Update	Current Status
	looking for space in the south county area for the King County Sheriff's Office property management unit.	

## 2. Pandemic Related Facility Planning

When the COVID-19 pandemic hit, the County responded quickly to ensure the safety of County staff while still providing needed services to King County residents. Once it was understood the pandemic was not going to be a short-term situation, County agencies began planning related to the new state of work, in which few office employees were in the buildings 40 hours a week, most were hybrid, and some were working full-time from non-County locations. The projects and initiatives discussed below were developed to specifically address the changes to space use brought on by the pandemic and are either nearing full completion or becoming obsolete. However, the impact on how FMD thinks about and manages space will continue into the future.

### a. Space Consolidation Project (SCP)

In September 2020, as part of the 2021-2022 biennial budget proposal, the Executive proposed to consolidate downtown Seattle office space, including reducing leased office space use, closing and vacating the Administration Building, and co-locating a number of customer-facing services at King Street Center.

The Space Consolidation Project included three major components:

- **Administration Building Closure:** Relocating all tenants and services from the Administration Building to new locations and updating building settings to minimum standards for safety and security to reduce operating and major maintenance expenses.
- **Department Relocations:** Vacating and consolidating office space in multiple downtown locations to reduce leased office space commitments and creating space for agencies relocating from the Administration Building.
- **Combined Customer Service Center:** Consolidating King County customer-facing services from multiple locations to one centralized location.

Office space consolidations began in December 2020; the King County Customer Service Center opened to the public at King Street Center in April 2023, and the final tenant (FMD) was relocated from the Administration Building in September 2024. In total the SCP included 42 individual projects or relocations and impacted over 4,700 employees.

### b. Future of Work (FOW) and Return to Office (RTO)

In response to the 2020 pandemic, King County agencies dramatically shifted how County office space was used. Many agencies adapted to nearly fully remote and hybrid work schedules for most employees. This was the inception of the County's SCP which substantially reduced the amount of office space allocated to each agency, primarily downtown. Due to a number of factors, including the need for increased collaboration, the County Executive announced a Return to Office initiative in 2024, with the goal of having County employees back in County space at least three days a week.

As part of the RTO initiative, FMD worked with a consultant, JLL, to document agencies' current workstation capacity and gain an understanding of agency requirements to meet the Executive's direction. FMD will continue to work with agency partners to review space plans, help maximize use of current space and ultimately meet the three-day-per-week goal. In addition, FMD will review its portfolio to expand the Collaboration Space project, which is dedicated to providing collaboration space, additional conference rooms, and hoteling desks available to all County agencies and staff. This effort will allow agencies to better meet the Countywide RTO goals without agencies necessarily having to increase individual footprints.

#### *c. New 2 You*

Due to agency moves and space reductions as part of the SCP, FMD was left with a considerable amount of furniture, cubicle parts, and supplies that were not moved or needed in the new agency spaces. Most of these items were in good condition with years of use left. However, the Fleet Services Division (FSD) Surplus Team's warehouse did not have room to store the large amount of inventory. To prevent these items from going to the landfill, FMD partnered with the FSD Surplus Team to create the New 2 You program.<sup>24</sup>

The New 2 You pilot inventories, catalogues, and lists the furniture on a website that allows County agencies to shop the County before purchasing new. FMD estimates that as of February 2025, New 2 You had prevented almost 44 tons of material from going into landfills and saved the County over \$370,000 as agencies chose to reuse existing furniture instead of buying new, all at a cost of under \$37,000.

FMD and FSD will continue to partner around the future of this program.

### **3. New Long-Term Planning Initiatives**

#### *a. Downtown Security Planning*

To support the safety and security of people and facilities, FMD has initiated several safety and security related changes in facilities. These include:

- Securing elevators in office buildings to require badge access to access employee only floors and work areas;
- Increasing security officer training to include the use of Narcan and other lifesaving tools;
- Increasing security officer staffing at key locations and during peak hours;
- Installation of Stop the Bleed stations in several downtown buildings (Appendix I);
- Centralization of first aid kits and AED stations, managed by FMD and supported by a vendor, to ensure access to consistent lifesaving tools and equipment;
- Enhanced security at the Downtown Public Health Center and other Public Health Clinics through new entryways, additional security cameras, duress button installation, window shades, and alarm systems;
- Installation of shatter resistant window film in identified downtown locations;
- Creating a consolidated communication plan to ensure quick communication to tenants when issues arise;
- Additional cleaning and maintenance of King County facilities and surrounding areas to keep them clean, free of graffiti, and clear of hazards to ensure campus areas remain a safe and welcoming environment.

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<sup>24</sup> New 2 You [\[LINK\]](#)

FMD meets with the Campus Safety and Security Core Team, comprised of the Executive Office sponsor, DHR, KCSO, DCHS, Metro, and FMD, monthly to review security needs of facilities and potential improvements.

*b. Health Through Housing*

King County's Health Through Housing (HTH) initiative is an innovative, regional approach that accelerates the County's ability to address chronic homelessness. HTH arose as a concept and initiative in 2020 as the COVID-19 pandemic posed a once-in-a-generation challenge to the King County region and the world. COVID-19 amplified pre-existing crises of homelessness, housing affordability, and racial inequity. HTH is focused on creating and operating Emergency and Permanent Supportive Housing with services for households in King County that are experiencing chronic homelessness or at risk of chronic homelessness.<sup>25</sup> The HTH initiative is also designed to annually reduce racial and ethnic disproportionality among persons experiencing chronic homelessness in King County.<sup>26, 27</sup>

In 2020, King County enacted Ordinance 19179, codified as King County Code (KCC) 4A.503, to impose the HTH sales tax.<sup>28</sup> In 2021, three Ordinances to guide HTH planning were enacted. The ordinances established goals and strategies for HTH and formally adopted the Initial HTH Implementation Plan.<sup>29, 30</sup>

FMD partners with DCHS to provide housing for individuals experiencing or at risk of homelessness. FMD owns 11 facilities, listed in table 5 below, operated by non-profits and agencies supporting the unhoused community with services such as case management, employment navigation, transportation access, and connections to physical and behavioral health services. HTH offers two types of housing, Permanent Supportive Housing (PSH) and Emergency Housing (EH), both of which feature 24/7 staffing.

*Table 5 – Health Through Housing Locations*

HTH Site Name	City	Address	Operator
Sidney Wilson House	Renton	1150 Oakesdale Ave. SW	Catholic Community Services (CCS)
Don's Place	Auburn	9 16TH St. NW	Compass Housing Alliance
Haven Heights in Honor of Bruce Thomas	Redmond	2122 152nd Ave. NE	The Salvation Army
ARGYLE	Seattle	411 Jefferson St.	Vacant
Mary Pilgrim Inn	Seattle	14115 Aurora Ave. N.	DESC
Salmonberry Lofts in Honor of Peter Joe	Seattle	224 S Washington St.	Chief Seattle Club

<sup>25</sup> King County Code 24.30.030.A.3. [\[LINK\]](#)

<sup>26</sup> King County Code 4A.503.040.B. [\[LINK\]](#)

<sup>27</sup> Initial Health Through Housing Implementation Plan. [\[LINK\]](#)

<sup>28</sup> King County Code 4A.503. [\[LINK\]](#)

<sup>29</sup> King County Code 24.30. [\[LINK\]](#)

<sup>30</sup> Ordinance 19236. [\[LINK\]](#)

HTH Site Name	City	Address	Operator
The Gateway in Honor of Tenaya Wright	Seattle	13300 Stone Ave. N	DESC
The Booker House	Federal Way	1400 S 320th St.	Urban League of Metropolitan Seattle
HTH Kirkland	Kirkland	10530 Northup Way	Plymouth Housing
Sharyn Grayson House	Seattle	1010 E Republican St.	Lavender Rights Project
HTH Queen Anne	Seattle	505 1st Ave. N	Vacant

In 2024, the initiative’s third full year of operation, HTH continued expanding the availability of supportive housing across the region in collaboration with host jurisdictions, neighboring communities, and community-based supportive housing operators. HTH ended 2024 with 1,434 secured units across 17 locations in seven cities: Auburn, Burien, Federal Way, Kirkland, Redmond, Renton, and Seattle. A total of 1,281 people were served through the initiative in 2024 – a net increase of 370 distinct residents since 2023.

#### *c. Crisis Care Centers*

In April of 2023, King County voters approved the Crisis Care Centers Initiative<sup>31</sup> to create a countywide network of five crisis care centers, restore and expand mental health residential treatment beds, and strengthen the community behavioral health workforce.

FMD is actively working with DCHS to identify and acquire suitable properties to meet the goals of the Crisis Care Initiative. The first Crisis Care Center, Connections Kirkland, is open, and the County plans to open four more centers in Central (Seattle/Vashon), South and East King County, as well as one for youth.<sup>32</sup>

#### *d. All People Restrooms*

In 2016, the city of Seattle updated their municipal code to require that all single-occupancy restrooms be designated as All Gender restrooms.<sup>33</sup> King County instated this policy in all County owned buildings under the All People Restrooms (APR) initiative. The goal of the initiative is to provide safe and respectful restrooms for all King County employees. However, in many FMD owned and operated buildings, there are limited single-occupancy restrooms, which are often not in easily accessible areas. For example, the only single-occupancy restrooms in Chinook are in the basement, and the only single-occupancy restroom in King Street Center is in the parking garage.

King County’s APR initiative was revived in 2021 at the request of the Department of Public Health (DPH) and the Department of Human Resources (DHR). This initiative is led by FMD and overseen by a County-wide workgroup made up of department leadership and impacted employees. It is focused on multi-occupant restrooms. To date, this initiative has been broken into three phases.

<sup>31</sup> Crisis Care Centers Initiative [\[LINK\]](#)

<sup>32</sup> In July of 2025, King County began the acquisition process for the Broadway Crisis Care Center, centrally located in the First Hill neighborhood. [\[LINK\]](#)

<sup>33</sup> Seattle City Municipal Code 14.07 [\[LINK\]](#)

Phase One of the APR initiative was completed in December of 2022. This unfunded phase consisted of the re-signing of three sets of restrooms for designated use as All People Restrooms. Those restrooms are located on CNK 5<sup>th</sup> and 12<sup>th</sup> floors and KSC 3<sup>rd</sup> floor. FMD worked with the departments located in those locations (DCHS, DPH, DLS) to ensure that all King County employees have access to those restrooms. In addition, the APR workgroup created change management and communication materials specific to APRs for those agencies and County staff in general.

Funding was approved for Phase Two and Phase Three for capital improvement projects in the 2023-2024 and 2025 budgets respectively. Phase Two work is divided into two parts. The first is to increase privacy in the three existing sets of multi-occupant APRs by adding extensions to the stall walls and new doors. The second is to create a standard design for multi-occupant APRs going forward and to renovate two sets of restrooms (CNK 13<sup>th</sup> floor and KSC 8<sup>th</sup> floor) based on those designs. The design work has been completed and a schedule for the renovation work is in development. Phase Two is anticipated to be completed in the first quarter of 2026.

Phase Three is meant to expand multi-occupant APRs beyond CNK and KSC. The APR workgroup is being consulted to help identify a set of restrooms in another County building to convert to APRs, with the goal of beginning the renovation work before the end of 2026. Funding for additional phases will be considered for future budget proposals.

#### *e. Americans with Disabilities Act Program*

As part of FMD's dedication to ensure County buildings are accessible to all, a new Americans with Disabilities Act (ADA) program is being established in FMD.

The first priority for this program will be working with ADA Coordinators from DAJD and DPH in response to a settlement with the Department of Justice (DOJ) over ADA violations in adult detention facilities.

The program will also be responsible for comprehensive ADA assessments of all of FMD's owned and managed buildings and creating a plan to ensure compliance with current ADA code and increase accessibility to and in County buildings, with an initial focus on public access.

#### *f. Collaboration Space Project*

In 2024, FMD launched a pilot for the Collaboration Space Project on the 13<sup>th</sup> floor of Chinook. FMD initiated this project in response to feedback received from customers that were struggling with the competing pressures of reduced space and the need to have more staff return to the office for collaboration purposes. The 13<sup>th</sup> floor was repurposed into a conference center with a large collaboration space that can be reserved for events with over 100 participants, 20 conference room spaces, and over 50 workstations available for reservation via the Indoors Online Reservation system.

The 13<sup>th</sup> floor has become a popular location for meetings (Appendix J), events, and drop in use. Due to space constraints and ongoing construction projects there have been changes to the use of parts of the 13<sup>th</sup> floor. However, FMD is developing plans to add additional shared workstations, collaboration, and conference room space on the vacant Chinook 3<sup>rd</sup> floor and other facilities throughout the County.



#### *g. Strategic Asset Management Plan*

Asset management has always been a part of FMD, but it has not been centralized or viewed strategically. The significant increase in physical assets in FMD's portfolio during the pandemic has highlighted the importance of managing assets systematically to reduce unforeseen maintenance issues that impact daily operations. In 2025, FMD is launching a new effort to develop a Strategic Asset Management Plan that will take a comprehensive and strategic look at FMD's buildings and fixed assets. The development and implementation of a Strategic Asset Management Plan will allow FMD to better serve customers by creating comprehensive proactive maintenance and asset life cycle plans that support efforts to maintain, rehabilitate, or replace assets while meeting climate and sustainability goals.

#### **F. RAMP Policies**

The policy framework for the County's RAMP sets the direction for the management of real property assets consistent with the Executive's True North values. This framework ensures that real property assets and workspace activities demonstrate sound stewardship and value to County operations.

The 2025 RAMP updates 2019 policies to reflect the changing needs and goals of King County. Revisions provide clarification, remove outdated policies and add new policies to address common issues arising since the 2019 RAMP. Highlighted updates include the addition of a policy allowing for changes between RAMP cycles to be more responsive to changing conditions and a new policy section regarding special events held in FMD managed properties. A full crosswalk of policy changes from 2019 can be found in Table 6.

The 2025 RAMP updates FMD's policies to reflect the changing needs and goals of King County.

##### **1. Real Property Asset Management Policies (RAMP)**

- 1.1 The Facilities Management Division shall consider Equity and Social Justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.*
- 1.2 The County's real property asset management strategy will support the agency/departmental business plans and the County's Equity and Social Justice program by managing County-owned and leased space efficiently, economically, sustainably, and with equity.*
- 1.3 FMD, in partnership with County agencies, will review its properties regularly and dispose of underutilized and non-performing properties in accordance with King County Code section 4.56.070. Properties will first be reviewed for Affordable Housing, reducing lost opportunity costs, risk exposure and maximizing benefit.*
- 1.4 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.*
- 1.5 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted County policies. Future building development should consider the total embedded carbon and other measures to determine cost-effective strategies to sustainable development.*
- 1.6 Any changes made to RAMP policies between the Council review dates must be approved by the Real Estate and Major Projects Oversight Committee (REMPOC).*

## 2. Financial Policies

- 2.1 *All real property asset management policies, practices, and actions will be implemented by balancing the County's financial constraints with equity impacts; alternatives shall be evaluated for their Countywide impact using life-cycle cost analyses to include the total range of costs over the life of the asset.*
- 2.2 *In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, provide a property summary outlining the full range of anticipated tenant improvements including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.*
- 2.3 *When agencies request relocations, within County-owned space or to or from leased space, FMD will strive to develop cost effective solutions. Short- and long-term costs will be evaluated to include the impact on the Countywide utilization of office space in alignment with County policies or initiatives.*
- 2.4 *Over the long term, the County will balance the ongoing needs for investing in owned office space against leased office space options, especially when space needs are unknown or likely to fluctuate over time with a focus on overall public benefit.*
- 2.5 *When making a request for assistance or support from FMD, agencies should include funding information in the initial request for FMD services outside of basic building maintenance, such as, but not limited to, capital improvement projects, tenant improvement requests, real estate acquisitions, leasing requests, and space requests.*
- 2.6 *Major repair costs associated with upgrading or preparing a building for surplus sale need to be budgeted in an FMD capital fund. The costs incurred will be reimbursed from the proceeds of the sale promptly.*
- 2.7 *In accordance with King County Code (K.C.C.) 4.56.130, County organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees, including appraisal costs, if any, from the proceeds of the sale.*
- 2.8 *Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds after paying all sales preparation and closing costs shall be determined on an asset by asset basis by the County Executive and the County Council. This determination shall be based on the long-term obligations related to the building's original funding, any grant obligations or bond covenants; the nature of the original funding, such as general obligation bonds, any residual debt service requirements, or Executive and/or the Council's discretion informed by current budget priorities.*
- 2.9 *All mothball costs will be paid by the General Fund, unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).*

## 3. Building Operations and Maintenance Policies

- 3.1 *FMD shall provide a Service Level Commitment (SLC) to agency customers that identifies the services and service levels offered as part of the published rates. Services or items not outlined in the SLC are not included in the base rate and may be subject to review by FMD leadership for additional charges.*

- 3.2 FMD operations and maintenance practices will strive to incorporate actions, strategies, measures, and requirements of the County's Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and state and local regulations.
- 3.3 FMD will proactively identify and implement efficiency improvements for individual buildings and the County's asset portfolio.
- 3.4 Small appliances such as personal heaters, microwaves, and coffee makers are not allowed in cubicles, offices, or general office areas.
- 3.5 Preventive maintenance and major maintenance programs for the County's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of County assets.
- 3.6 FMD shall prioritize preventative and corrective maintenance and compliance inspections over tenant improvement requests.
- 3.7 Buildings that are considered vacant, partially active, or considered to be surplus will be subjected to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to building components that are a direct threat to health, safety and security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no damage to the asset or surrounding areas.
- 3.8 The County will continue to reduce use and improve management of resources (energy, water, and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.
- 3.9 FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects.
- 3.10 For leased site maintenance, maintenance and service responsibilities shall be subjected to a lease review prior to FMD staff performing work.

#### **4.       Workspace Design Policies**

- 4.1 County employees will be provided safe, secure, and healthy workspaces. The specific application of space design to achieve these objectives is the prerogative of County management.
- 4.2 FMD will be responsible for continuous development, issuing, and enforcing Countywide space standards.
- 4.3 King County agencies and departments will consider workspace functionality and space use efficiencies in return to office policies and continuous improvement efforts.
- 4.4 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.
- 4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve County space standards. Documented adjustments may be made to account for a building's physical constraints, lack of funding, or specific functional needs.

- 4.6 All County agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The County shall prioritize space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture shall be prioritized to meet sustainability and financial stewardship goals and to reduce waste.
- 4.7 All new furniture purchases for use in FMD owned, leased, or managed facilities must be reviewed and approved by FMD prior to purchase to ensure alignment with FMD policies and future flexibility in reuse or workspace reconfigurations.
- 4.8 In FMD owned and managed facilities FMD will promote appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and can be used by other County functions.
- 4.9 Workplace designs will integrate current building standards with existing and established building systems and fixtures. Designs should incorporate accessibility, human resources, and information technology standards and programs to create workplaces for diverse types of work functions and environments.
- 4.10 All changes or conversions of space use shall be reviewed and approved by FMD to also ensure alignment with building codes, safety policies, workspace functionality, and space use efficiency benchmarks.
- 4.11 Tenant agencies that customize office space in County-owned buildings are responsible for costs related to additional maintenance and/or additional services. Tenant agencies will also be charged for restoring the space to its standard configuration when vacated.
- 4.12 All wayfinding and building signage is the responsibility of FMD. Signage will be designed using FMD approved signage standards and in accordance with ADA guidelines.

## 5. Facility Location Policies

- 5.1 King County functions requiring heightened security and/or weapons screening, will be located, to the extent possible, in existing secured County buildings. Related support functions will also be co-located in existing secured County buildings where possible.
- 5.2 County services that are public facing will be located, to the extent possible, where service delivery is most cost effective and efficient. Equity and social justice opportunities and impacts of potential locations will be assessed.
- 5.3 For County agencies and operations that are not public facing, potential locations will be assessed for feasibility, cost effectiveness, and equity for facility/location placements.
- 5.4 Long-term asset management of County properties shall consider the needs of agencies and the public that would benefit from proximity of locations.
- 5.5 The County shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.
- 5.6 Criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Judge Patricia H. Clark Children and Family Justice Center in

*Seattle, or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co-location of criminal justice functions will take place in conjunction with County-adopted plans.*

- 5.7 County workspace planning will review department locations flexibly, based on identified functional requirements, teleworking/hybrid requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.*

## **6. Building Design Policies**

- 6.1 King County will site its essential public facilities consistent with the County's Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.*
- 6.2 FMD owned and operated facilities will convey an atmosphere of safety, quality service and environmental sustainability while providing functional public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.*
- 6.3 All new construction of buildings, building purchases, new building leases, and major building retrofits will align to all applicable; current and evolving building codes, American Disability Act (ADA) accessibility standards, seismic retrofits, federal lactation requirements, King County's SCAP, Green Building Code Title 18, as well as all other local, state, and federal laws.*
- 6.4 In alignment with Green Building Code Title 18, all new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.*
- 6.5 King County requires all people restrooms when upgrading or building new County facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing all people bathrooms or posting new signs on some current gender-specific restrooms.*
- 6.6 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.*

## **7. Facility Emergency Planning and Response**

- 7.1 FMD will maintain emergency action plans for FMD owned and managed buildings; that will include evacuation routing and emergency-specific response planning.*
- 7.2 FMD owned and operated buildings will be operated and maintained to effectively support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.*
- 7.3 FMD will support County agencies continuity of operations plans by providing assistance in relocating functions when building become untenable.*
- 7.4 In the event of a natural disaster, severe weather, destructive civil unrest, or any other building-related emergency, applicable FMD staff shall be promptly reassigned to respond to the emergency with the primary mission of saving lives. All actions taken during such events will focus on ensuring*

*the immediate safety and protection of building occupants, while secondarily safeguarding facility assets and infrastructure.*

*7.5 In an emergency event or incident, FMD will provide communications as it affects FMD owned and managed facilities.*

*7.6 FMD shall enter tenant spaces to perform all needed maintenance and tenant requests. In certain secure spaces an escort may be requested of the agency to maintain security and/or confidentiality.*

## **8. Leasing Policies**

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

*8.2 The County should allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of County-owned real estate assets, or 2) if existing County-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.*

*8.3 Proposals for office space leases will defensibly articulate the lease's necessity as compared to County-owned alternatives.*

*8.4 When siting for leased locations, FMD should conduct an equity review*

## **9. Vacating Space in General Government Buildings**

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

*9.2 Agencies vacating a space will ensure that all personal and agency purchased items have been removed, including but not limited to plants, small appliances, and any furniture that was not purchased by the County.*

*9.3 When vacating spaces, agencies will be responsible for removing and disposing of all agency and personal items. Failure to perform this act shall result in direct charges to the agency.*

*9.4 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid-budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:*

- a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and*
- b. MMRF obligation, starting the following biennium.*

## **10. Surplus Personal Property**

*10.1 FMD will continue to partner with Department of Executive Services (DES) Fleet Services Surplus team and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office*



*furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.*

*10.2 All surplus property rules and policies shall apply to agencies vacating any space such as, but not limited to, storage spaces, building floors, trailers, cubical spaces, parking lots, etc.*

*10.3 Agency items remaining onsite after space has been vacated will be removed in accordance with FMD policies and surplus requirements. Vacating agencies shall be charged for all costs associated with the removal and disposal/reuse of any remaining items left onsite after vacating space.*

#### **11. Events in FMD Owned and Managed Facilities and Properties**

*11.1 Use of grills, barbeques, or any other free-standing equipment that uses open flame is not permitted in FMD managed buildings or on FMD managed property, including parking lots.*

*11.2 All non-County agencies or groups that wish to use a space in FMD managed properties must have a County agency sponsor, unless building covenants or other agreements allow otherwise.*

*11.3 The use of food trucks on FMD owned and managed property shall be reviewed and approved by FMD.*

*11.4 Use of another agency's allocated space is at the discretion of the agency and must be arranged and approved by the hosting agency.*

*11.5 The sponsoring County agency shall provide an escort to non-County guests attending events that are located in badge access-controlled spaces.*

*11.6 Support services related to special events including but not limited to: additional cleaning or waste disposal, conference room or event furniture setups, afterhours lights, afterhours HVAC circulation, and additional security will be charged to the hosting agency.*

*Table 6 – 2019 to 2025 RAMP Comparison Crosswalk*

Change	2025 Updated RAMP	2019 Previous RAMP
	<b>1. Real Property Asset Management Policies (RAMP)</b>	<b>1. Real Property Asset Management Policies</b>
<b>REMOVED</b>		1.1 The RAMP consists of real property asset management policies, practices and strategies, locations of county agencies, planned moves, and references to King County space standards. The RAMP will be developed and implemented in a manner consistent with the county's Comprehensive Plan policies, and shall guide facility planning processes, decisions and implementation.

Change	2025 Updated RAMP	2019 Previous RAMP
	1.1 The Facilities Management Division shall consider equity and social justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.	1.2 The Facilities Management Division will consider Equity and Social Justice (ESJ) impacts, as well as financial benefits, when making investments in real estate assets.
	1.2 The County's real property asset management strategy will support the agency/departmental business plans and the County's Equity and Social Justice program by managing County-owned and leased space efficiently, economically, sustainably, and with equity.	1.3 The county's real property asset management strategy will support the King County Strategic Plan and agency/departmental business plans, and the county's Equity and Social Justice program by managing county-owned and leased space efficiently, economically, and with equity.
	1.3 FMD, in partnership with County agencies, will review its properties regularly and dispose of underutilized and non-performing properties in accordance with King County Code section 4.56.070. Properties will first be reviewed for Affordable Housing, reducing lost opportunity costs, risk exposure and maximizing benefit.	1.4 The county will dispose of its underutilized and non-performing assets in a timely manner, reducing lost opportunity costs, risk exposure and maximizing benefit.
	1.4 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.	1.5 Real property asset information should be comprehensive and readily accessible to support strategic asset planning, performance analysis, and budget setting.
REMOVED		1.6 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.
	1.5 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted County policies. Future building development should consider the total embedded carbon and other measures to determine cost-effective strategies to sustainable development.	1.7 Real property is managed in an environmentally and sustainably responsible manner, consistent with adopted county policies.
NEW	1.6 Any changes made to RAMP policies between Council review dates must be approved by the Real Estate and Major Projects Oversight Committee (REMPOC).	
	<b>2. Financial Policies</b>	<b>2. Financial Policies</b>
	2.1 All real property asset management policies, practices, and actions will be implemented by balancing the County's financial constraints with equity impacts; alternatives shall be evaluated for their Countywide impact using life-cycle cost analyses to include the total range of costs over the life of the asset.	2.1 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.



Change	2025 Updated RAMP	2019 Previous RAMP
	2.2 In addition to fiscal notes, operating and capital improvement proposals transmitted to the King County Council will, where appropriate, provide a property summary outlining the full range of anticipated tenant improvements including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.	2.2 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 including furniture, fixture, equipment, building occupancy, relocation costs, and applicable required sustainability costs.
	2.3 When agencies request relocations, within County-owned space or to or from leased space, FMD will strive to develop cost effective solutions. Short- and long-term costs will be evaluated to include the impact on the Countywide utilization of office space in alignment with County policies or initiatives.	2.3 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 countywide utilization of office space.
	2.4 Over the long term, the County will balance the ongoing needs for investing in owned office space against leased office space options, especially when space needs are unknown or likely to fluctuate over time with a focus on overall public benefit.	2.4 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.
<b>NEW</b>	2.5 When making a request for assistance or support from FMD, agencies should include funding information in the initial request for FMD services outside of basic building maintenance, such as, but not limited to, capital improvement projects, tenant improvement requests, real estate acquisitions, leasing requests, and space requests.	
<b>2019 3.6 moved from 3. Building Operations to 2. Financial</b>	2.6 Major repair costs associated with upgrading or preparing a building for surplus sale need to be budgeted in an FMD capital fund. The costs incurred will be reimbursed from the proceeds of the sale promptly.	3.6 It is sometimes in the best interest of the county to enhance value by carrying out major repairs or upgrades before the sale of a building. The major repair costs associated with upgrading or preparing a building for surplus sale will be budgeted in the Major Maintenance Reserve Fund (MMRF). The MMRF will be reimbursed from the proceeds of the sale. The MMRF budget development will consider an approved sales and marketing plan prepared by the Real Estate Services Section. The budget can be established through the ordinary budgeting process or as a supplemental appropriation request.

Change	2025 Updated RAMP	2019 Previous RAMP
<b>2019 3.6 description made into 2025 2.7 &amp; 2.8</b>	2.7 In accordance with King County Code (K.C.C.) 4.56.130, County organizations responsible for surplus sales will be reimbursed for advertising, postage, and selling fees, including appraisal costs, if any, from the proceeds of the sale.	(From the 2019 description of 3.6) King County Code (K.C.C.) 4.56.130 provides that 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.
	2.8 Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds after paying all sales preparation and closing costs shall be determined on an asset-by-asset basis by the County Executive and the County Council. This determination shall be based on the long-term obligations related to the building's original funding, any grant obligations or bond covenants; the nature of the original funding, such as general obligation bonds, any residual debt service requirements, or Executive and/or Council discretion informed by current budget priorities.	(From the 2019 description of 3.6) Decisions regarding which fund(s) benefit from the sale of general government owned assets and net proceeds of closing and sales preparation costs will be determined on an asset-by-asset basis by the County Executive and the County Council, based on the following current practice:
<b>2019 9.2 moved from 9. Vacating Space to 2. Financial</b>	2.9 All mothball costs will be paid by the General Fund, unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).	2.9 All mothball costs for general government buildings will be paid by the General Fund unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).
	<b>3. Building Operations and Maintenance Policies</b>	<b>3. Building Operations and Maintenance Policies</b>
<b>2019 3.1 split into 2025 3.1 &amp; 3.2</b>	3.1 FMD shall provide a Service Level Commitment (SLC) to agency customers that identifies the services and service levels offered as part of the published rates. Services or items not outlined in the SLC are not included in the base rate and may be subject to review by FMD leadership for additional charges.	3.1 Service level commitments and expectations (SLCE) outline what the customer can expect from FMD and identify the services offered as part of the published rates. Services that are not included in the base rate will be charged on a time and materials basis. FMD operations and maintenance practices will strive to incorporate actions, strategies, measures and requirements of the county's Strategic Plan, Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and other applicable policies.
	3.2 FMD operations and maintenance practices will strive to incorporate actions, strategies, measures, and requirements of the County's Energy Plan, Strategic Climate Action Plan (SCAP), Green Building Ordinance (GBO) and state and local regulations.	

Change	2025 Updated RAMP	2019 Previous RAMP
	3.3 FMD will proactively identify and implement efficiency improvements for individual buildings and the County's asset portfolio.	3.2 FMD will proactively identify and implement efficiency improvements for individual buildings and the county's asset portfolio.
REMOVED		3.3 County facilities will convey an atmosphere of quality service, thrift, and environmental sustainability, consistent with community standards and expectations.
NEW	3.4 Small appliances such as personal heaters, microwaves, and coffee makers are not allowed in cubicles, offices, or general office areas.	
	3.5 Preventive maintenance and major maintenance programs for the County's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of County assets.	3.4 Preventive maintenance and major maintenance programs for the county's buildings will emphasize identifying and reducing the risk of unanticipated service delivery interruptions and extending the useful life of county assets.
NEW	3.6 FMD shall prioritize preventative and corrective maintenance and compliance inspections over tenant improvement requests.	
	3.7 Buildings that are considered vacant, partially active, or considered to be surplus will be subjected to a reduced level of capital investment for rehabilitation or upgrade. Long-term capital investments will be limited to building components that are a direct threat to health, safety and security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no damage to the asset or surrounding areas.	3.5 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, security, or would result in failure of an essential building component. Short-term capital investments will be made to maintain the asset to ensure there is no significant loss of property value.
2019 3.6 moved to 2025 2.6, 2.7, & 2.8		3.6 It is sometimes in the best interest of the county to enhance value by carrying out major repairs or upgrades before the sale of a building. The major repair costs associated with upgrading or preparing a building for surplus sale will be budgeted in the Major Maintenance Reserve Fund (MMRF). The MMRF will be reimbursed from the proceeds of the sale. The MMRF budget development will consider an approved sales and marketing plan prepared by the Real Estate Services Section. The budget can be established through the ordinary budgeting process or as a supplemental appropriation

Change	2025 Updated RAMP	2019 Previous RAMP
		request.
	3.8 The County will continue to reduce use and improve management of resources (energy, water, and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.	3.7 The county will continue to reduce use and improve management of resources (energy, water and waste) through improvements in facility and equipment optimization and efficiency, procurement, construction practices, and resource conservation.
<b>2019 3.7 description made into 2025 3.9 policy</b>	3.9 FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects.	(From the 2019 description of 3.7) FMD will continue to engage in resource efficiency projects that both reduce energy and water use and save costs. FMD will perform routine maintenance on water systems to maintain water quality in buildings and facilities as resources are available. To better manage stormwater, FMD will actively engage in utilizing methods that reduce surface water runoff and impervious surfaces in relevant projects
<b>NEW</b>	3.10 For leased site maintenance, maintenance and service responsibilities shall be subjected to a lease review prior to FMD staff performing work.	
	<b>4. Workspace Design Policies</b>	<b>4. Workspace Design Policies</b>
	4.1 County employees will be provided safe, secure, and healthy workspaces. The specific application of space design to achieve these objectives is the prerogative of County management.	4.1 County employees will be provided safe, secure, and healthy work spaces. The specific application of space design to achieve these objectives is the prerogative of county management.
	4.2 FMD will be responsible for continuous development, issuing, and enforcing Countywide space standards.	4.2 FMD will be responsible for developing, issuing, and enforcing countywide space standards.
	4.3 King County agencies and departments will consider work space functionality and space use efficiencies in return to office policies and continuous improvement efforts.	4.3 King County agencies and departments will consider work space functionality and space use efficiencies in their continuous improvement efforts.

Change	2025 Updated RAMP	2019 Previous RAMP
	4.4 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.	4.4 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.
	4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve County space standards. Documented adjustments may be made to account for a building's physical constraints, lack of funding, or specific functional needs.	4.5 King County workspaces will be designed for flexibility and financial sustainability, to promote employee productivity. Where feasible, King County workspaces will be designed to achieve county space standards. Documented adjustments may be made to account for a building's physical constraints, lack of funding, or specific functional needs.
	4.6 All County agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The County shall prioritize space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture shall be prioritized to meet sustainability and financial stewardship goals and to reduce waste.	4.6 All county agencies will use modular furniture, standardized where feasible, to create open and flexible workspaces. The county shall pursue space design that results in moving people, not furniture, whenever possible. Future flexibility in reuse and workspace reconfigurations will be considered during the procurement process. Use of secondary market furniture and surplus standardized modular furniture is encouraged to meet sustainability and financial stewardship goals and to reduce waste.
<b>NEW</b>	4.7 All new furniture purchases for use in FMD owned, leased, or managed facilities must be reviewed and approved by FMD prior to purchase to ensure alignment with FMD policies and future flexibility in reuse or workspace reconfigurations.	
	4.8 In FMD owned and managed facilities FMD will promote appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and can be used by other County functions.	4.7 The county will promote full appropriate workspace utilization through co-location and consolidation of functions, services, and agencies, and by creating workspaces that are easily occupied and used by other county functions.
	4.9 Workplace designs will integrate current building standards with existing and established building systems and fixtures. Designs should incorporate accessibility, human resources, and information technology standards and programs to create workplaces for diverse types of work functions and environments.	4.8 Workplace designs will integrate human resources, ergonomics and information technology policies and programs to create workplaces for diverse types of work functions and environments.

Change	2025 Updated RAMP	2019 Previous RAMP
<b>NEW</b>	4.10 All changes or conversions of space use shall be reviewed and approved by FMD to also ensure alignment with building codes, safety policies, work space functionality, and space use efficiency benchmarks.	
	4.11 Tenant agencies that customize office space in County-owned buildings are responsible for costs related to additional maintenance and/or additional services. Tenant agencies will also be charged for restoring the space to its standard configuration when vacated.	4.9 Tenant agencies that customize previously standardized office space in county-owned buildings are responsible for costs to return the space to its pre-customized configuration when vacated.
<b>NEW</b>	4.12 All wayfinding and building signage is the responsibility of FMD. Signage will be designed using FMD approved signage standards and in accordance with ADA guidelines.	
	<b>5. Facility Location Policies</b>	<b>5. Facility Location Policies</b>
	5.1 King County functions requiring heightened security and/or weapons screening, will be located, to the extent possible, in existing secured County buildings. Related support functions will also be co-located in existing secured County buildings where possible.	5.1 King County functions requiring heightened security and/or weapons screening will be located, to the extent possible, in existing secured county buildings. Related support functions will also be co-located in existing secured county buildings where possible.
<b>2019 5.2 split into 2025 5.2 &amp; 5.3</b>	5.2 County services that are public facing will be located, to the extent possible, where service delivery is most cost effective and efficient. Equity and social justice opportunities and impacts of potential locations will be assessed.	5.2 County services will be located, to the extent possible, where service delivery is most cost effective and efficient. The equity and social justice opportunities and impacts of possible locations must be taken into account.
	5.3 For County agencies and operations that are not public facing, potential locations will be assessed for feasibility, cost effectiveness, and equity for facility/location placements.	
<b>2019 5.2 description made into 2025 5.4 policy</b>	5.4 Long-term asset management of County properties shall consider the needs of agencies and the public that would benefit from proximity of locations.	(From the 2019 description of 5.2) The county will work to 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 that would benefit from proximity.

Change	2025 Updated RAMP	2019 Previous RAMP
	5.5 The County shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.	5.3 The county shall take into account the equity and social justice opportunities for capital investments within a community when siting a facility or changing locations to improve service delivery.
	5.6 Criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Judge Patricia H. Clark Children and Family Justice Center in Seattle, or the Maleng Regional Justice Center in Kent, to the extent feasible and desirable. Coordination or co- location of criminal justice functions will take place in conjunction with County-adopted plans.	5.4 County law and criminal justice functions and services will be regionally co-located at or near the King County Courthouse in downtown Seattle, the Patricia Hall Clark Children and Family Justice Center in 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 plans.
	5.7 County workspace planning will review department locations flexibly, based on identified functional requirements, teleworking/hybrid requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.	5.5 County work space planning will program department locations flexibly, based on identified functional requirements, economic benefits, asset management policies, business hours, and future adaptability, rather than on the basis of designated buildings.
	<b>6. Building Design Policies</b>	<b>6. Building Design Policies</b>
	6.1 King County will site its essential public facilities consistent with the County's Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.	6.1 King County will site its essential public facilities consistent with the county's Comprehensive Plan Essential Facility siting policies and with consideration of climate-related impacts.
	6.2 FMD owned and operated facilities will convey an atmosphere of safety, quality service and environmental sustainability while providing functional public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.	6.2 The County will develop and maintain safe, functional and attractive public buildings that create a good image for government, are sound financial investments, and allow communities to flourish.
<b>2019 6.3, 6.4, 6.5, &amp; 6.6 condensed into 2025 6.3</b>	6.3 All new construction of buildings, building purchases, new building leases, and major building retrofits will align to all applicable: current and evolving building codes, American Disability Act (ADA) accessibility standards, seismic retrofits, federal lactation requirements, King County's SCAP, Green Building Code Title 18, as well as all other local, state, and federal laws.	6.3 The county will establish programmatic guidelines for the performance of county-occupied buildings in seismic events to provide policy direction for future decisions involving the construction of new buildings, acquisition or renovation of existing buildings, and execution of new leased space.

Change	2025 Updated RAMP	2019 Previous RAMP
		6.4 All new construction of buildings, building purchases, new building leases, and major building retrofits must ensure American Disability Act (ADA) accessibility, as required under all applicable building codes and local, state, and federal laws. The county will also ensure appropriate space for breastmilk expression and storage by nursing mothers as required by federal law, with specifically designated locations in major county office facilities.
		6.5 County-owned and financed facilities will be designed, developed, constructed, and maintained utilizing environmental and sustainable practices consistent with county sustainability policies.
		6.6 All new construction and major remodel and renovation projects must meet standards for Leadership in Energy and Environmental Design (LEED) certification, consistent with county sustainability policies.
	6.4 In alignment with Green Building Code Title 18, all new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.	6.7 All new construction of buildings, building purchases and major building retrofits will use life cycle cost analysis in the selection of material and equipment ensuring that the operating, maintenance, replacement and disposal costs are considered as well as the initial costs.
	6.5 King County requires all people restrooms when upgrading or building new County facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing all people bathrooms or posting new signs on some current gender-specific restrooms.	6.8 King County requires gender-neutral restrooms when upgrading or building new county facilities. For existing buildings, cost-effective strategies will be used, such as posting signs to identify existing gender-neutral bathrooms or posting new signs on some current gender-specific restrooms.
<b>2019 7.3 moved from 7. Disaster Preparedness to 6. Building Design</b>	6.6 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.	
	<b>7. Facility Emergency Planning and Response</b>	<b>7. Disaster Preparedness and Security Planning</b>



Change	2025 Updated RAMP	2019 Previous RAMP
	7.1 FMD will maintain emergency action plans for FMD owned and managed buildings; that will include evacuation routing and emergency-specific response planning.	7.1 King County will maintain emergency operations plans for all owned buildings; these will include evacuation routing, continuity planning, and emergency-specific response planning.
	7.2 FMD owned and operated buildings will be operated and maintained to effectively support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.	7.2 County buildings will be operated and maintained to support the Office of Emergency Management (OEM) conduct of emergency operations for local and regional disasters.
<b>2019 7.3 moved to 2025 6.6</b>		7.3 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.
<b>NEW</b>	7.3 FMD will support County agencies continuity of operations plans by providing assistance in relocating functions when building become untenable.	
<b>NEW</b>	7.4 In the event of a natural disaster, severe weather, destructive civil unrest, or any other building-related emergency, applicable FMD staff shall be promptly reassigned to respond to the emergency with the primary mission of saving lives. All actions taken during such events will focus on ensuring the immediate safety and protection of building occupants, while secondarily safeguarding facility assets and infrastructure.	
<b>NEW</b>	7.5 In an emergency event or incident FMD will provide communications as it effects FMD owned and managed facilities.	
<b>NEW</b>	7.6 FMD shall enter tenant spaces to perform all needed maintenance and tenant requests. In certain secure spaces an escort may be requested of the agency to maintain security and/or confidentiality.	
	<b>8. Leasing Policies</b>	<b>8. Leasehold Interests</b>
	8.1 The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space.	8.1 The lease obligation remains with the tenant agency until an appropriate backfill can be found and moved into the space.

Change	2025 Updated RAMP	2019 Previous RAMP
	8.2 The County should allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of County-owned real estate assets, or 2) if existing County-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.	8.2 Allow outside leasing in the following circumstances: 1) when the outside lease is necessary to execute an economically justified divesting of county-owned real estate assets, or 2) if existing county-owned space does not meet the specialty needs of an agency, or 3) a leased location more appropriately serves the demographic needs of the clients receiving service and there are no other viable ownership options in the geographic area, or 4) in cases where an outside lease is a critical component of a service delivery partnership between King County and another entity.
<b>NEW</b>	8.3 Proposals for office space leases will defensibly articulate the lease's necessity as compared to County-owned alternatives.	
<b>NEW</b>	8.4 When siting for leased locations, FMD should conduct an equity review	
	<b>9. Vacating Space in General Government Buildings</b>	<b>9. Vacating Space in General Government Buildings</b>
	9.1 To be considered reconfigurable, space must be accessible from the building's common corridors, must have access to the building's common amenities, and must be of sufficient size as to accommodate another viable tenant. A space is not considered vacant until after non-contiguous spaces are consolidated into a contiguous vacant and useable space.	9.1 To be considered reconfigurable, 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 viable tenant. A space is not considered vacant until after non- contiguous spaces are consolidated into a contiguous vacant and useable space.
<b>2019 9.2 moved to 2025 2.9</b>		9.2 All mothball costs for general government buildings will be paid by the General Fund unless otherwise determined by the Office of Performance, Strategy and Budget (PSB).
<b>2019 10.2a moved from 10. Surplus Property to 9. Vacating Space</b>	9.2 Agencies vacating a space will ensure that all personal and agency purchased items have been removed, including but not limited to plants, small appliances, and any furniture that was not purchased by the County.	10.2a- Agencies vacating a space will ensure that all personal items have been removed, including but not limited to plants, small appliances, and any furniture that was clearly not purchased by the county.

Change	2025 Updated RAMP	2019 Previous RAMP
<b>2019 10.2e moved from 10. Surplus Property to 9. Vacating Space</b>	9.3 When vacating spaces, agencies will be responsible for removing and disposing of all agency and personal items. Failure to perform this act shall result in direct charges to the agency.	10.2e- An agency that does not remove personal items or organize and box up its residual office supplies will have its operating budget, not the project budget, charged for the labor and dump fees to remove and dispose of the remaining personal items and to separate and organize the office supplies for redistribution.
	9.4 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid- budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:	9.3 Agencies that vacate reconfigurable space (as defined in Policy 9.1) mid-budget year, and do not subsequently increase their overall square footage, will be relieved of the following costs, subject to PSB approval:
	9.4a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and	9.3a. FMD operations and maintenance obligation, 90 days after they vacate the space, if reasonable notice of such move was given; and
	9.4b. MMRF obligation, starting the following biennium.	9.3b. MMRF obligation, starting the following biennium.
<b>REMOVED</b>		9.4 The central overhead occupancy rate is altered on a biennium-to-biennium basis as part of the budget process.
<b>REMOVED</b>		9.5 Allow agencies an option of applying the biennial economic savings associated with vacated space to “efficiency reduction” requirements.
	<b>10. Surplus Personal Property</b>	<b>10. Surplus Personal Property</b>
	10.1 FMD will continue to partner with Department of Executive Services (DES) Fleet Services Surplus team and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.	10.1 FMD will continue to partner with Department of Executive Services (DES) Surplus and Department of Natural Resources and Parks (DNRP) to reduce the amount of excess office furniture and supplies entering the waste stream. The goal is to reuse, recycle and, only as a last resort, landfill surplus office furniture and supplies.
<b>NEW</b>	10.2 All surplus property rules and policies shall apply to agencies vacating any space such as, but not limited to, storage spaces, building floors, trailers, cubical spaces, parking lots, etc.	
<b>REMOVED</b>		10.2 The following surplus property rules shall apply to agencies vacating space:

Change	2025 Updated RAMP	2019 Previous RAMP
2019 10.2a moved to 2025 9.2		10.2a Agencies vacating a space will ensure that all personal items have been removed, including but not limited to plants, small appliances, and any furniture that was clearly not purchased by the county.
REMOVED		10.2b All office supplies that are left behind must be boxed up by individual items with all like items together.
REMOVED		10.2c Agencies will be responsible for the disposition of all files, books, and manuals either by preparing them to be moved to their new location, properly organizing and sending them to the records center/archives for storage, or recycling them prior to the move.
REMOVED		10.2d Agencies will be responsible for cleaning out all desk drawers and cabinets in any furniture left behind.
	10.3 Agency items remaining onsite after space has been vacated will be removed in accordance with FMD policies and surplus requirements. Vacating agencies shall be charged for all costs associated with the removal and disposal/reuse of any remaining items left onsite after vacating space.	10.2e An agency that does not remove personal items or organize and box up its residual office supplies will have its operating budget, not the project budget, charged for the labor and dump fees to remove and dispose of the remaining personal items and to separate and organize the office supplies for redistribution.
<b>NEW SECTION</b>	<b>11. Events in FMD Owned and Managed Facilities and Properties</b>	
	11.1 Use of grills, barbeques, or any other free-standing equipment that uses open flame is not permitted in FMD managed buildings or on FMD managed property, including parking lots.	
	11.2 All non-County agencies or groups that wish to use a space in FMD managed properties must have a County agency sponsor, unless building covenants or other agreements allow otherwise.	
	11.3 The use of food trucks on FMD owned and managed property shall be reviewed and approved by FMD.	
	11.4 Use of another agency's allocated space is at the discretion of the agency and must be arranged and approved by the hosting agency.	

Change	2025 Updated RAMP	2019 Previous RAMP
	11.5 The sponsoring County agency shall provide an escort to non-County guests attending events that are located in badge access-controlled spaces.	
	11.6 Support services related to special events including but not limited to: additional cleaning or waste disposal, conference room or event furniture setups, afterhours lights, afterhours HVAC circulation, and additional security will be charged to the hosting agency.	

## V. Conclusion/Next Actions

Throughout the 2019 to 2025 timeframe FMD worked to provide facilities and deliver services to agency partners and communities. FMD looked for innovative ways to acquire, maintain, and manage facilities during uncertain times.

FMD continues to build on the lessons learned during the last several years to maintain the existing real property assets while building towards a better future by implementing new programs and tools to support the future needs of the County. As the County moves forward with new leadership, FMD will continue to partner with County agencies to review updated workplans, establish new office space standards, and implement a new strategic asset management plan. FMD will include updates on these initiatives in future Real Property Asset Management Plans.

## VI. Appendixes

- A. JLL KC Hybrid Workplace Space Report
- B. 2025 Building Utilization
- C. 2025 FMD Service Level Commitment Draft
- D. DES FMD 2026-27 Business Plan
- E. All FMD Owned Properties by Type
- F. Changes in FMD Owned Property 2019-2025
- G. King County Real Property Asset Map
- H. All FMD Leased Properties by Type
- I. Stop the Bleed Stations
- J. Chinook Conference Center Usage



# King County Hybrid Workplace Space Assessment

**Summary Report**  
**1.30.2025**

Prepared by JLL Consulting in January 2025



# Table of Contents

<b>01</b>	<b><u>Executive Summary</u></b>	Pg. 04
<b>02</b>	<b><u>Illustrative Scenarios, Aggregate</u></b>	Pg. 08
<b>03</b>	<b><u>High-Level Considerations</u></b>	Pg. 14
	• <u>Programming</u>	Pg. 15
	• <u>Technology</u>	Pg. 22
	• <u>Operations of Seat Sharing</u>	Pg. 28
	• <u>Change Management</u>	Pg. 42
	• <u>Overarching Experience</u>	Pg. 50
	• <u>Cost Estimation</u>	Pg. 58
<b>04</b>	<b><u>Appendix</u></b>	
	• <u>Square Footage Measurement Glossary</u>	Pg. 67
	• <u>Department Dashboards</u>	Pg. 68



# Introduction

## King County Space Assessment Overview

### Engagement Overview

King County engaged JLL Consulting to conduct a Hybrid Workplace Space Assessment from October 2024 – January 2025. This assessment aimed to 1.) validate current state space (square footage and space type quantities) and 2.) evaluate the feasibility of implementing a hybrid work model where hybrid employees work 3 days per week in the office. Both exercises were done in aggregate and by the 14 Departments and Divisions in scope.

The engagement involved:

- Gathering key metrics through a comprehensive space audit
- Conducting leadership interviews to map the current state
- Collating and synthesizing the space data
- Developing four illustrative scenarios for increased in-office presence
- Reporting comprehensive findings and delivering data sets for future use
- Strategy guidance and executive leader engagement

The scenarios are intended to give awareness to each Department's potential space requirements (and deltas) to accommodate increased in-office presence. The assessment and reporting offers data-driven insights to support King County's future decision-making but is NOT meant to be interpreted as specific recommendations.

### About This Document

This report documents our space findings and illustrative scenarios – from the aggregate perspective in the Executive Summary to the individual Department reporting included in the Appendix.

This document additionally includes germane high-level considerations for implementing increased onsite presence for hybrid workers. This includes information on programming, technology, operations of seat sharing, change management and cost estimation. These are NOT specific recommendations for King County.

Note: The headcounts are shown as current state collected in the November 2024 leadership interviews and space audits. Future growth is captured within each Department dashboard. Work points are shown as in-process data and capture in-flight projects final state (e.g., Exec, DNRP & Metro).



# Executive Summary

# Executive Summary

## Key Headlines

- 01** To reach the 3-day-per-week goal KC would need an **additional 85% work points** seats (2,567)
    - Assumes 1:1 seating for all
  - 02** To accommodate the additional seats, KC would need roughly **72% more RSF** (527,260 additional RSF)
    - Assumes 205 RSF / seat based on a leading practice industry benchmark
  - 03** **Standardized sharing scenarios** were developed to illustrate how Departments could meet the goal today
    - This is not reasonable for all teams currently
- 
- 04** There is presently a combined **153,466 RSF of vacant space** in owned Chinook and Dexter Horton
    - Chinook's only vacancy is its 3<sup>rd</sup> floor
    - Dexter Horton's vacant space is distributed across 8 of the 15 floors
  - 05** There is an opportunity to densify as the current space is a **high RSF per individual work point** (241 RSF/ seat aggregate)
    - Within current footprint using only furniture solutions

# Validated Space Metrics

5,607: Total headcount

3,035: Total seats today

2,567: Deficit of seats to headcount

732,732: Total Occupied RSF

- 610,746 Owned
- 121,986 Leased

153,466 RSF of Vacant Space

- 22,786 in Chinook
- 130,680 in Dexter Horton

98,406 RSF of Owned & Non-KC Occupied (externally leased) in Dexter Horton

241 RSF: Current Occupied RSF / seat

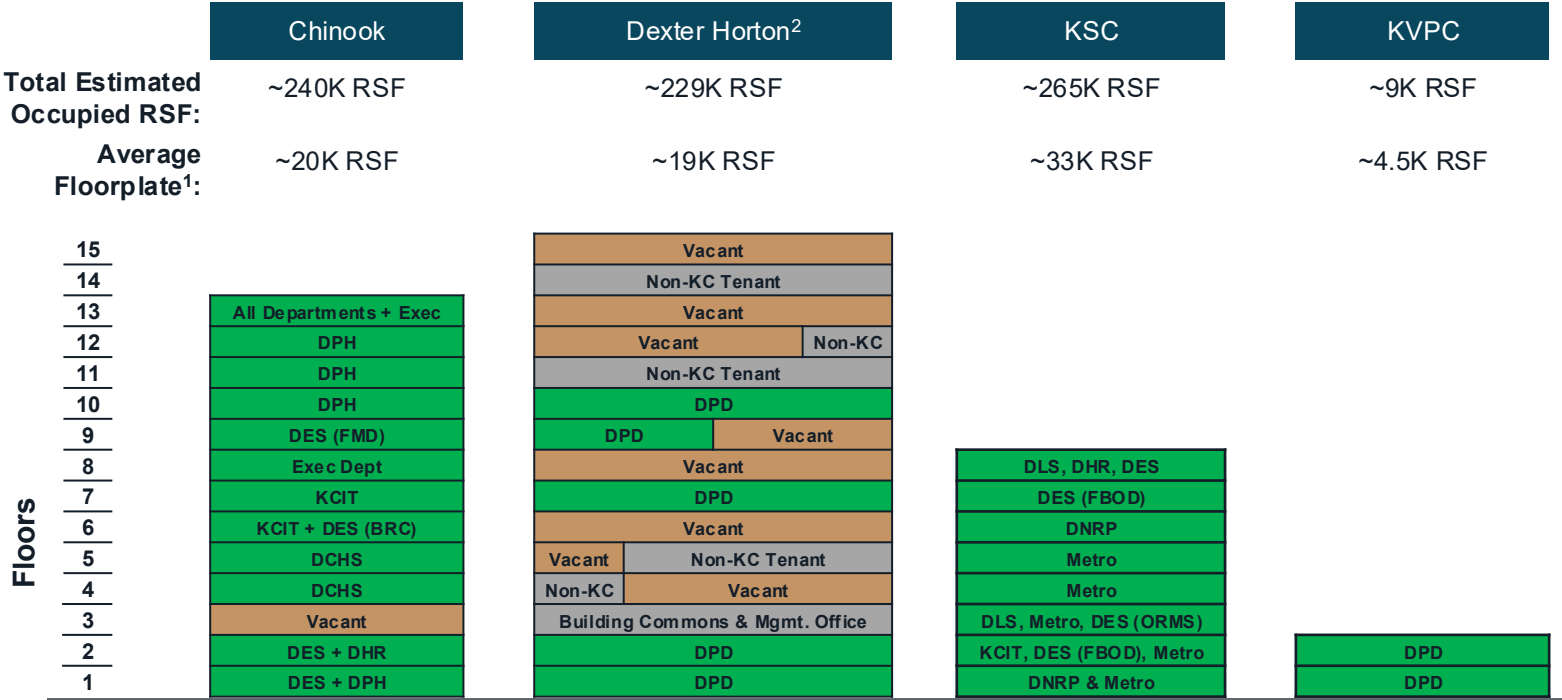
205 RSF: Benchmark RSF / seat

**\*NOTE:** This work assumes a benchmark of 205 RSF (Rentable Square Feet) per seat for the additional space needed. This is based on a typical macro program of ~170 USF (Usable Square Feet) adjusted to RSF (Rentable Square Feet) – see appendix for definition. We used a somewhat conservative assumption (i.e., higher overall RSF projection) as we do not know the efficiencies of the spaces the County might expand into.

# King County Space Audit Summary

Within the framework of this scope, King County currently occupies 732,732 RSF of owned and leased space. Chinook 3<sup>rd</sup> floor is vacant totaling 22,786 RSF and Dexter Horton has vacant suites totaling 130,680 RSF

## Owned Buildings<sup>1</sup>



## Leased Buildings

Depart.	Building	Estimated RSF
DPD	Jefferson Bldg.	47,041 RSF
DPD	Ninth & Jefferson Building – Harborview	963 RSF
DCHS	Tukwila Bldg. Floors 1 & 2	30,011 RSF
KCIT & DPH	PSRFA – Administration	10,009 RSF
DPD	Meeker Law Building	24,370 RSF
KCIT	Seatac Logistics KCIT (still has space there)	1,000 RSF
DCHS	Northgate Veterans	8,592 RSF

Total RSF Leased  
121,986 RSF

<sup>1</sup> Floorplate sizes are rough estimates derived by dividing total footprint over the number of floors

<sup>2</sup> Total RSF includes total RSF owned and leased KC spaces

<sup>3</sup> Dexter Horton Total RSF only includes KC occupied and Vacant spaces

# Seat Supply and Workforce Demand across King County Departments

To achieve 3 day in-office goal today (where all would have an assigned seat) King County has a work point deficit of 2,567 seats. Only DPD can meet it currently; DNRP has the highest work point deficit within the county.

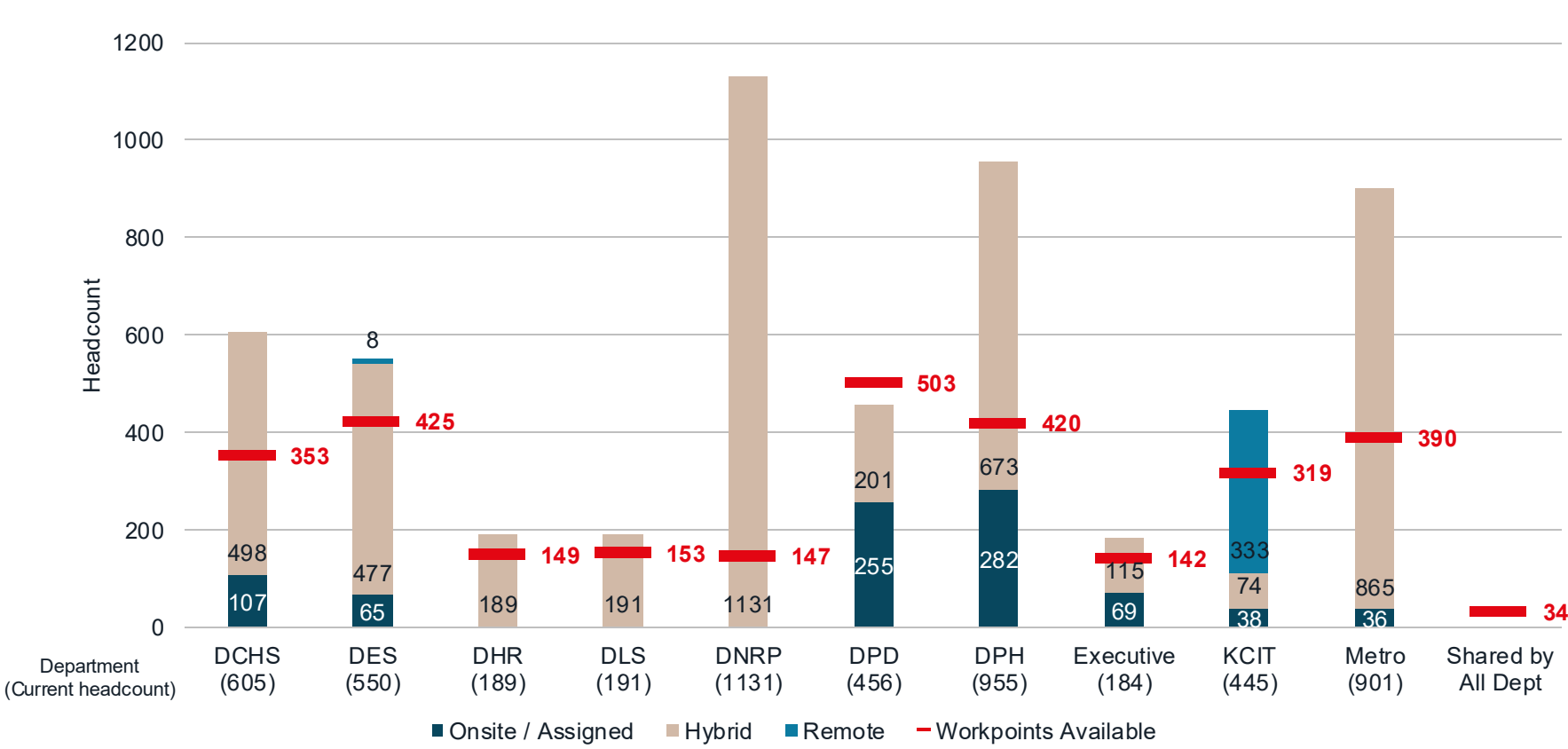
Total HC  
5,607 employees

Total seat deficit  
2,567 seats

Highest deficit  
• DNRP: ~87% (984 seats)

Lowest deficit  
• DPD: Surplus of 47 seats (-9%)

## Work points deficit for 1:1 seating



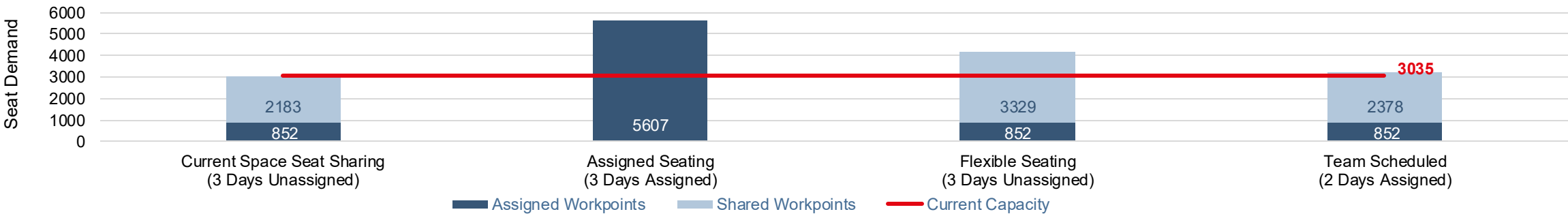
	Deficit (%)	Deficit (#)
DCHS	42%	-252
DES	23%	-125
DHR	21%	-40
DLS	20%	-38
DNRP	87%	-984
DPD	-9%	47
DPH	56%	-535
Executive	23%	-42
KCIT	28%	-126
Metro	57%	-511
Shared by All Dept	-100%	34

Note: Metro and DNRP are showing a major deficit since their new office layouts were designed for in-office collaboration and not office-first work modes. Metro's total headcount is 5,676 but 4,775 are not in scope. DNRP total headcount is 2,384 but 1,253 are not in scope.

# Illustrative Scenarios, Aggregate

# Illustrative Scenarios | Aggregate (all in scope)

King County does not have enough current seats to accommodate the 3 day in-office goal. Below are four scenarios to help illustrate the current state limitations and potential seat needs based on seat sharing assumptions.

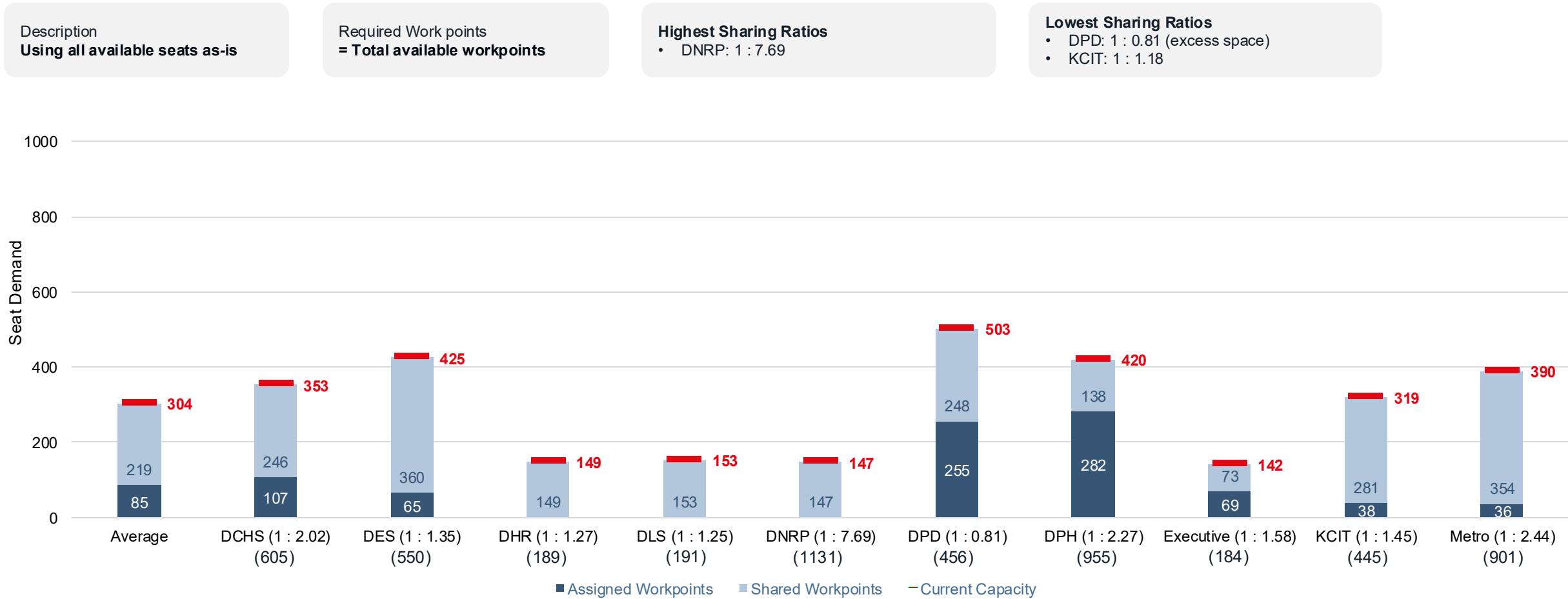


Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. All Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. 2-Day Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Work points	3,035 <ul style="list-style-type: none"><li>Assigned: 852</li><li>Shared: 2,183</li></ul>	5,607 <ul style="list-style-type: none"><li>Assigned: 5,607</li><li>Shared: 0</li></ul>	4,181 <ul style="list-style-type: none"><li>Assigned: 852</li><li>Shared: 3,329</li></ul>	3,230 <ul style="list-style-type: none"><li>Assigned: 852</li><li>Shared: 2,378</li></ul>
Delta	0 seats   0 RSF	2,567 seats   526,235 RSF	1,146 seats   234,930 RSF	195 seats   39,975 RSF
Sharing Ratio for Shared Work points <small>(Individual Work points : HC)</small>	1 : 2.18 Not reasonable for all agencies in current fit out	1 : 1.0	1 : 1.43	1 : 2.0 overall 1 : 1.0 in practice
Required RSF	732,732 RSF (current space)	1,258,967 RSF	967,662 RSF	771,682 RSF

Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed per exercise purview or JLL were not made aware. For the spaces not validated by Departments, JLL conducted onsite space audits to gather missing space data. This work assumes a benchmark of 205 RSF per seat for the additional required RSF verses using the current KC RSF.

# Scenario 1 | Current Space Seat Sharing

Below illustrates the distribution/ ownership of the 3,035 overall seats (852 of which are assigned) for each Department. Noted for each is the resulting sharing ratio of unassigned headcount ÷ shared workpoints (which varies greatly by Department). These ratios are backed-into and may not be reasonable to achieve for some Departments.

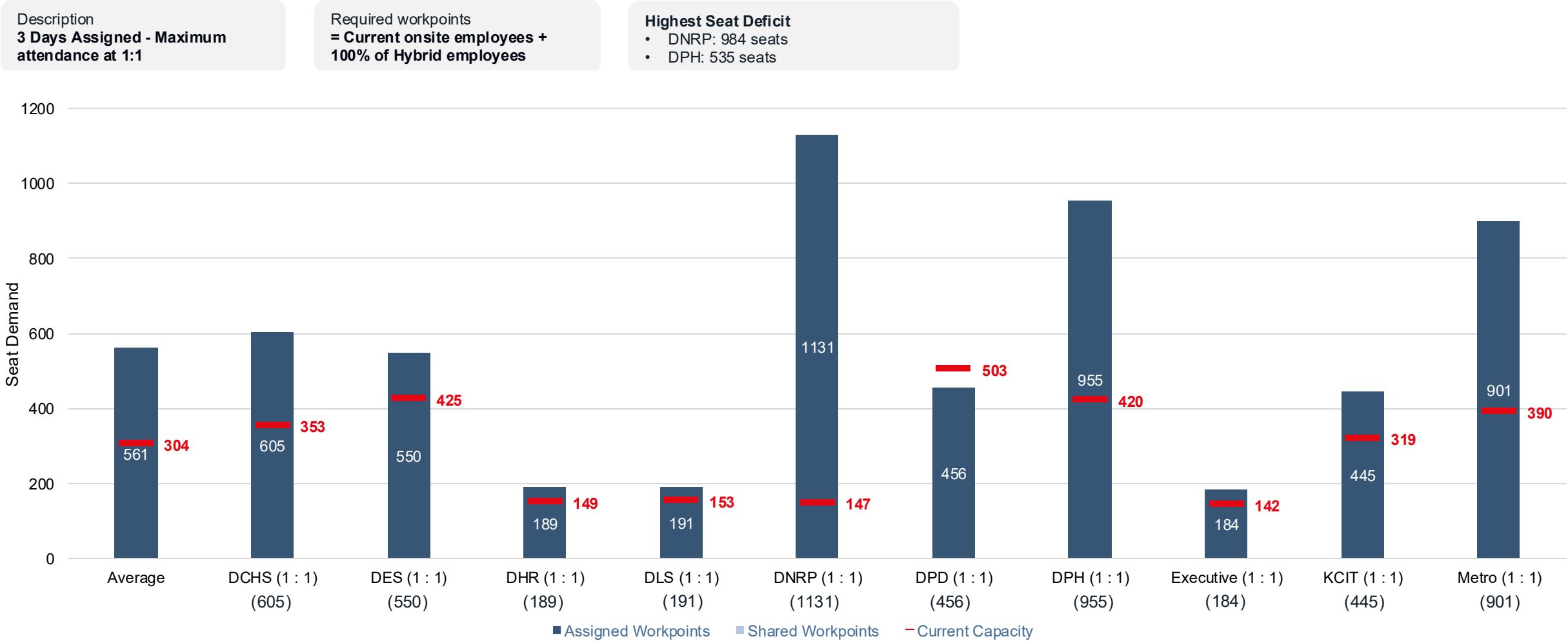


Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments.



# Scenario 2 | All Assigned Seating

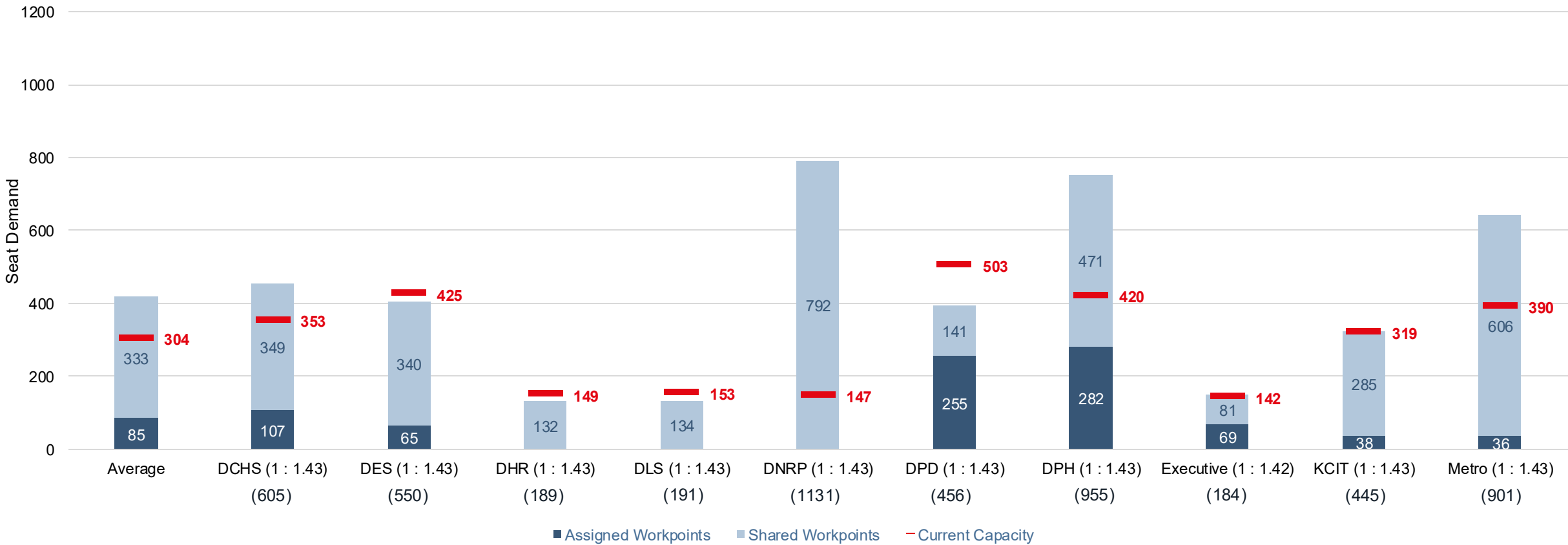
Assigned seating for all (1 : 1) would cause a significant seat deficit across Departments, with a total shortfall of 2,567 seats needed to meet overall demand.



Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments.

# Scenario 3 | Flexible Seating

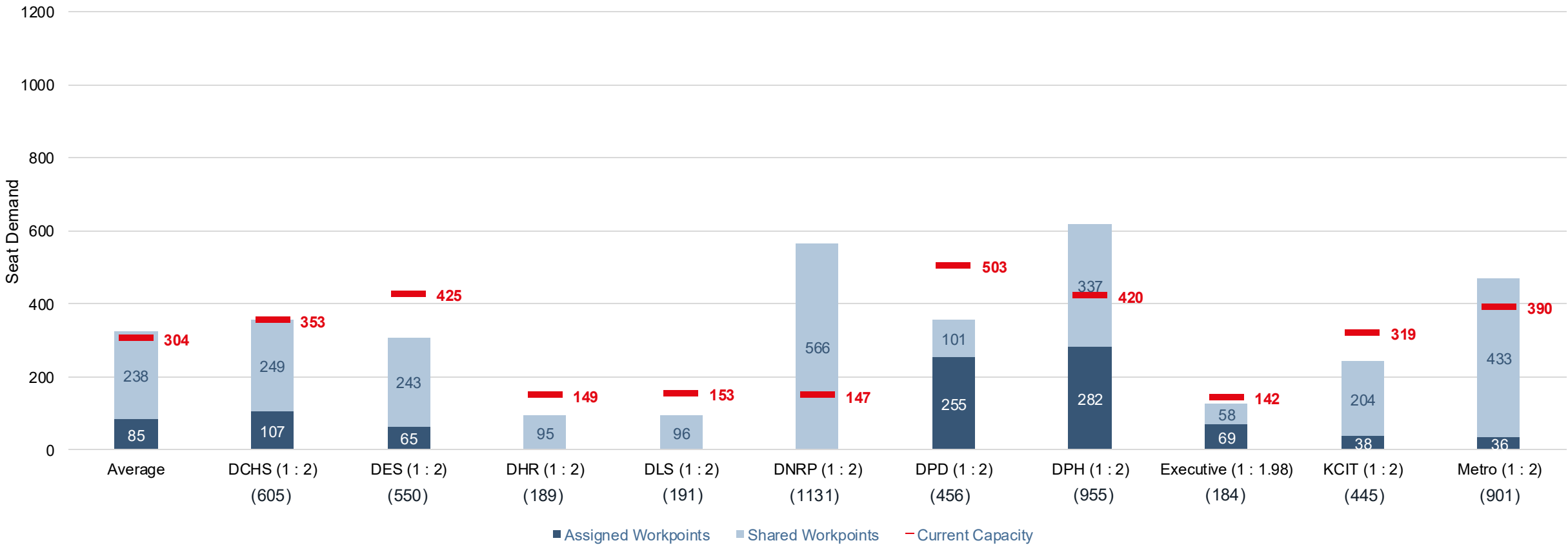
This scenario provides the required shared workpoints by assuming a daily attendance of 60% with an additional 10% buffer. Implementing flexible seating reduces the total seat deficit to 1,146, with an improved average sharing ratio of 1 : 1.43.



Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments.

# Scenario 4 | 2-Day Team Scheduled

Implementing an approach where only 50% of unassigned headcount would be on site any given day reduces the total aggregate seat deficit to 195. This results in an overall sharing ratio of 1 : 2 for shared workpoints, however the experienced sharing ratio is 1 : 1 (as only half of those using a set would be there on a given day).



Note: All data presented is based on data acquired through stakeholder interviews and space data collection with Department space contacts. Any missing or absent data on administrative spaces were explicitly asked to be removed or we were not made aware. For the spaces not validated, JLL conducted onsite space audits to gather missing space data. This is an aggregate deficit across all Departments and improvements will take place if Departments consolidate and share floor within King County.

# High-Level Considerations

# Programming

# Activity Based Working (ABW) Benchmark

Implementing ABW optimizes space utilization, balancing individual, collaborative, and support areas for enhanced USF efficiency

### Introduction of ABW Concept

ABW is a flexible workspace model that enables employees to choose from a variety of settings (space types, furniture configurations, technology integration) to accommodate diverse work activities and personal preferences.

### Benefits

- **Flexibility:** Supports diverse work styles and activities.
- **Efficiency:** Optimizes space usage and density.
- **Collaboration:** Enhances teamwork and communication.

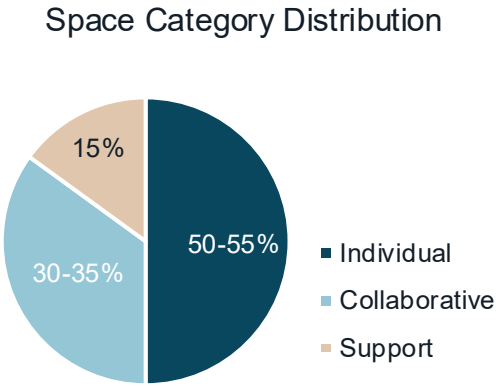
### Leading Practice Benchmark

The charts outline the various space types and work settings that an Activity-Based Working (ABW) would comprise. Recommended ratios are based on industry leading practices for enterprises similar to King County.

### Notes:

- Amenity spaces outside of typical break rooms are not included as they may vary greatly depending on client’s need and/or office design.
- The benchmark of 170 USF (rounded to 205 RSF) was used throughout this work when estimating additional space needed. Reference the [appendix glossary slide](#) which notes the difference between USF and RSF.

ABW Program Targets	
USF Per Seat (Desk/ Office)	170
RSF	205
Workstations: Offices Ratio	85% : 15%
Baseline Space Allocation (as % of USF)	
Individual	50-55%
Collaborative	30-35%
Support	15%



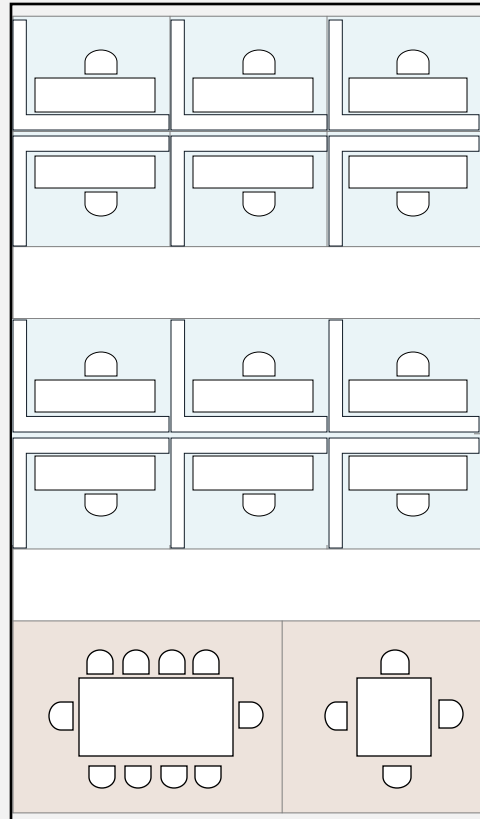
Example Space Program Ratios				
Space Category	Space Type	USF	Seat(s)	Target Ratio
INDIVIDUAL	Workstations	65	1	-
	Hotel Desks	27	1	1:10
	Private Offices	217	1	1:1
COLLABORATIVE	Solo Room (1pp)	87	1	1:30
	Huddle Room (2pp)	144	2	1:60
	Huddle Room (3pp)	217	3	1:60
	Small Conference Room (4pp)	271	4	1:40
	Small Conference Room (6pp)	406	6	1:40
	Medium Conference Room (7-9pp)	451	8	1:50
	Large Conference Room (10-14pp)	812	12	1:75
	X Large Conference Room (16+pp)	1354	16	1:200
	Open Small Collaborative Space (2-4pp)	144	3	1:100
	Open Large Collaborative Space (6-8pp)	325	7	1:200
SUPPORT	Mother's Room (1pp)	144	1	1:100
	Wellness Room (1pp)	217	1	1:100
	Flex (Library/Quiet/etc.)	451	10	1:150
	Break Room	541	10	1:100
	Copy / Print	677	N/A	1:100
	Satellite Copy	54	N/A	1:100
	Lockers	1	N/A	1:1
	Storage Room	217	N/A	1:100
	Pantry Storage	180	N/A	1:100



# Visualization of ABW Density w/ Increased Space Variety

Illustrative: ABW can boost current capacity and enables space reallocation by shifting from individual workstations to shared work points

## Celular Design

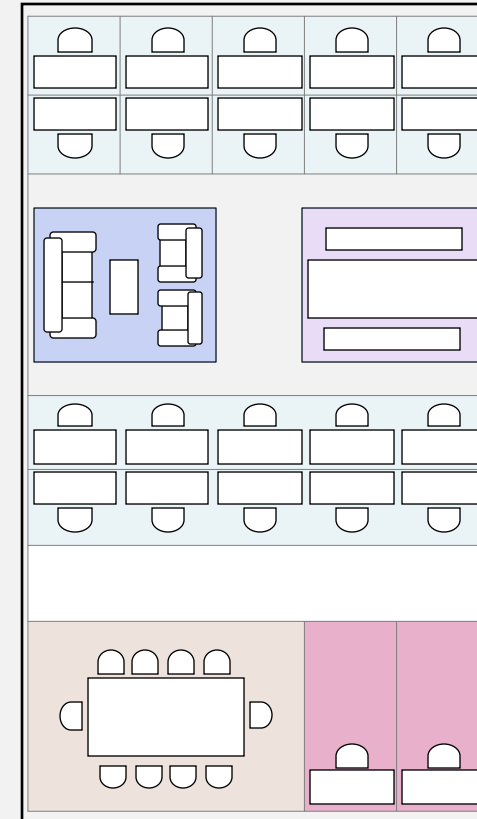


Capacity:  
**12 Individual Workstations**  
**14 Conference Seats**

Density:  
**225 USF per seat**

**12** Seats in 8'x6' Cubicles  
**14** Seats in Conference Rooms

## ABW Design



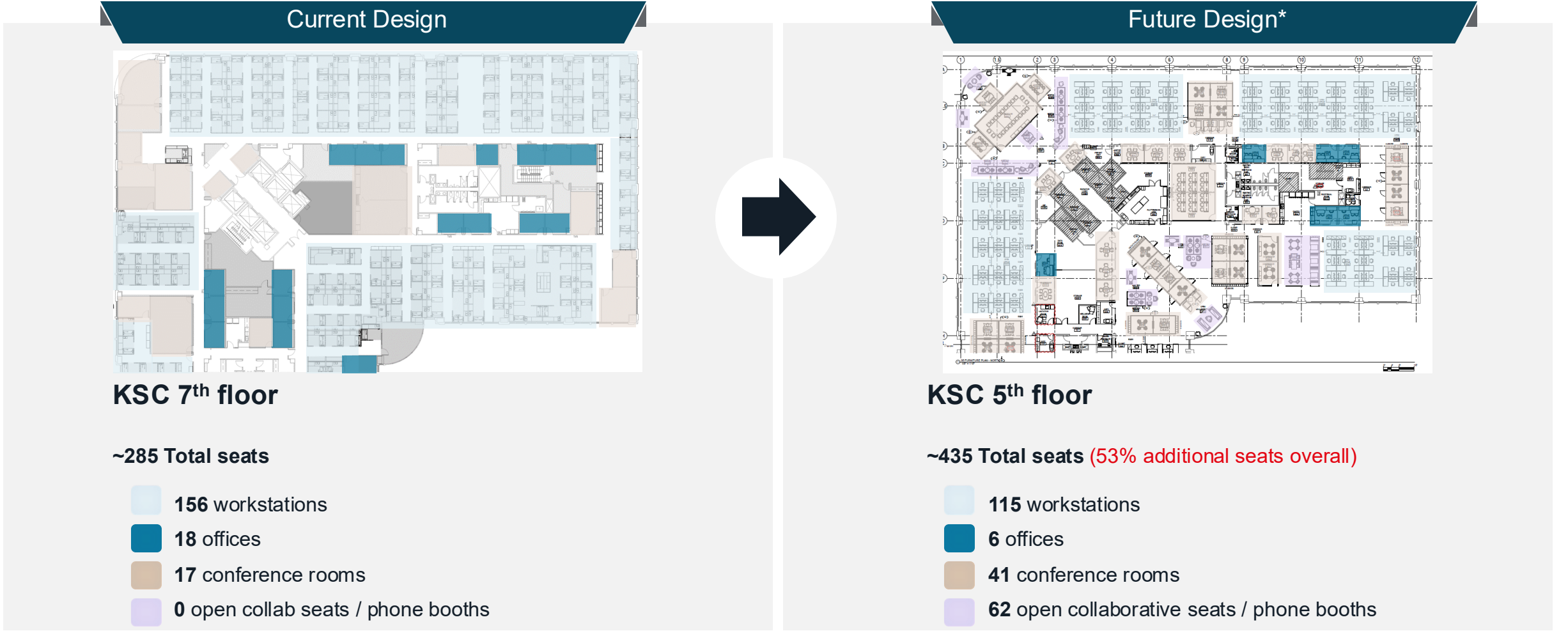
Capacity:  
**20 Individual Workstations**  
**10 Shared Seats**  
**10 Conference Seats**

Density:  
**170 USF per seat**

**20** Seats in Individual Workstations  
**4** Seats in Communal Tables  
**4** Seats in Breakout Areas  
**2** Seats in Phone Booths  
**10** Seats in Conference Rooms

# King County Example of Densification

By transitioning the future design KSC increased total seats by 53% while decreasing individual workpoints and adding collaborative/ open shared spaces



*\*Note: Even though the future design does not fully represent an ABW approach, it still shows how a new floor plan distribution can increase the total seats available while providing more workspace types (primarily focused on in office collaboration) for employees to choose where they work from.*



# Macro Program: Individual + Collaboration Benchmark (All KC)

While conference room quantities exceed benchmarks overall, they are heavily concentrated in only two buildings: KSC and Chinook and not distributed equally across floors or Departments

- Key Findings**
- Approximately **40% of all small conference rooms are located on two floors of the KSC building**: 36 small conference rooms on the 4<sup>th</sup> floor and 37 on the 5<sup>th</sup> floor. **Note that these floors are atypical for KC (and under construction). They were designed and intended to be hubs for hybrid employees to leverage mostly for planned onsite collaboration, not to support a primarily office-based workforce.**
  - KSC has the highest number of conference rooms** overall, particularly excelling in small and medium-sized rooms.
  - Chinook** is the second most conference room-rich building, with a **more balanced distribution of room sizes**.
  - Phone Booths** are the only collaborative space type that **falls below the benchmark, with a -53% delta**.

Aggregate Individual Work Points							
Space Type	As-built count	As-built seats	As-built ratio	Benchmark Ratio	Hypothetical Count According to Benchmark	Space Count Delta	% Delta
Assigned Workstations	2115	2115	N/A	N/A	N/A	N/A	N/A
Hotel Seats	419	419	N/A	N/A	N/A	N/A	N/A
Offices	467	467	N/A	N/A	N/A	N/A	N/A
Total Individual Seats	3001	3001					

Aggregate Collaborative Spaces							
Small Conference Rooms (1-4 ppl)	151	604	✓	1:20	1:40	75	76 101%
Medium Conference Rooms (5-8 ppl)	82	574	✓	1:37	1:50	60	22 37%
Large Conference Rooms (+9 ppl)	88	880	✓	1:34	1:75	40	48 120%
Phone Booths	47	47	✓	1:64	1:30	100	-53 -53%

- Notes:**
- Conference room sizes were estimated according to the data provided in the floor plans. Further on-site validations are needed to ensure accuracy. Also, the number of seats were estimated based on average per meeting size.
  - JLL recommends using the Master Space Data file to review in detail the distribution per building and floor.

# Seat Utilization Illustrated

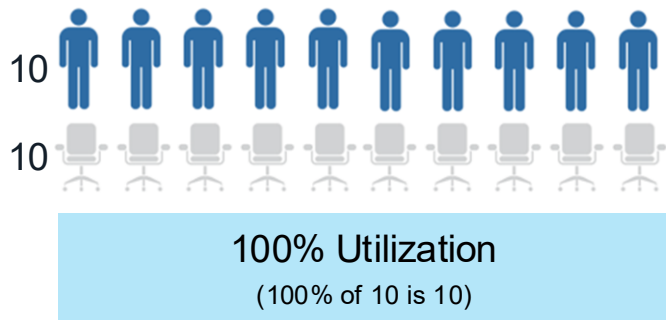
Using seat sharing can densify floor plans and align them with seat utilization

1:1

1 workstation for every 1 employee

Example:

- 10 workstations for 10 employees
- 100% seat utilization

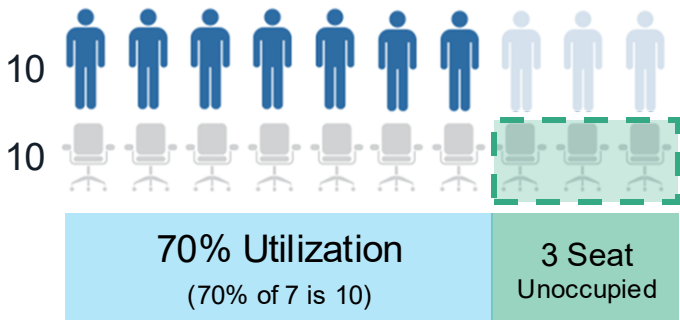


This option illustrates 100% utilization of all workstations.



Example:

- 10 workstations for 10 employees
- 70% seat utilization
- 3 seat surplus



**Note:** Pre-COVID, administrative offices didn't have 100% utilization even if their policy was to be in office 5 days each week. Typical office utilization was 60-70% due to PTO, sick days, business travel, training, parental leave, and/or working elsewhere.

# Seat Sharing Ratio Illustrated

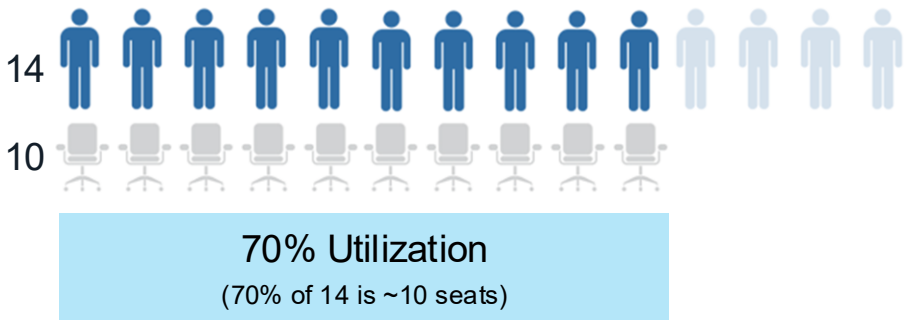
These visuals represent the aggregate sharing ratios required in our illustrative scenarios: #3 Flexible Seating (1:1.4) and #1 Current Space Seat Sharing (1:2.2). It supports that 1:2.2 is not achievable with the associated onsite expectation.

1:1.4

1 workstation for every 1.4 employees

Example:

- 10 workstations for 14 employees
- 70% seat utilization
- No deficit



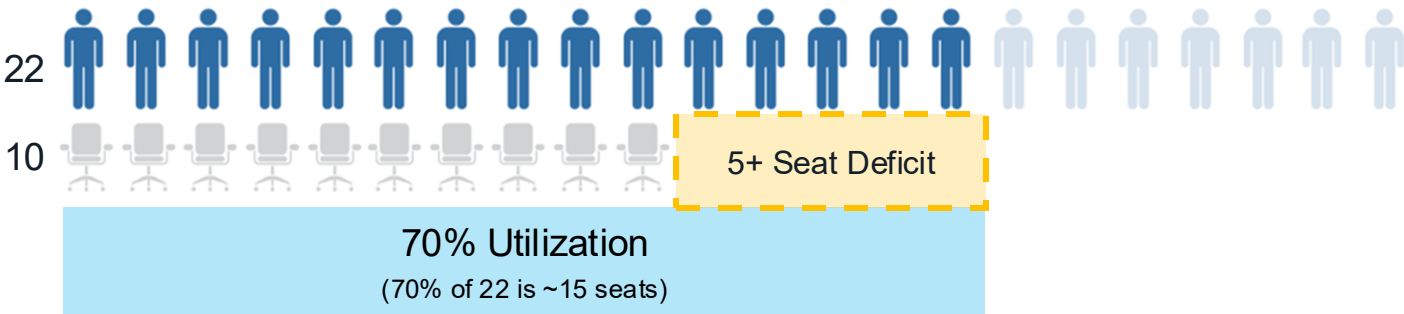
This option assumes 70% utilization of all workstations to support headcount.

1:2.2

1 workstation for every 2.2 employees

Example:

- 10 workstations for 22 employees
- 70% seat utilization
- ~5 seat deficit



This option assumes 70% utilization of all workstations with a higher sharing ratio. There is a 5-seat deficit which is not reasonable for implementation.

# Technology



# Enhancing Productivity through Consistent Tech Solutions

Standardize the technology of all work settings for productivity, connectivity and seamless experience

**Note:** It is recognized that King County IT is aware of opportunities to improve their technology provisioning, and that there are/ will be limitations to doing so across Departments. That said – based on feedback from Departments leaders – we are reporting key themes and opportunities.

## GENERAL GUIDELINES

- **Connectivity Enhancements:** Ensure robust Wi-Fi coverage throughout King County's facilities to support mobility and flexibility in the hybrid work model.
- **Standardized Equipment:** Implement standard technologies such as dual monitors, docking stations, and ergonomic accessories across Departments.
- **Standardized A/V:** Develop standardized A/V equipment tailored to the varied space typologies of King County buildings. This will enable consistent connectivity and communication capabilities, enhancing meeting and collaboration experiences across all Departments.
- **Hybrid Meeting Solutions:** Upgrade conference rooms with state-of-the-art audio-visual equipment to improve hybrid meeting effectiveness.
- **Equitable Experience:** Work to achieve a technology provision and experience that is equitable across business lines and locations.



### Pro Tip

- Ensure people get the most from the available technology by providing on-going awareness and training programs.

# Specific Nuances Per Department

Below are specific technology challenges and opportunities for improvement gathered from leadership interviews

## INDIVIDUAL TECH

- **Inconsistent workstation setup:**
  - DCHS
  - DES
  - DHR
  - KCIT (A need to create county wide tech standards for individual and meeting)
- **Poor Wi-Fi connectivity:** DCHS, DES
- **Engineers/Project Managers require special equipment and multiple monitors for on-site work:** DNRP
- **Department invested heavily for in-home office technology:** DNRP

## MEETING TECH

- **Inadequate hybrid meeting technology:**
  - DCHS
  - DES
  - DPD
  - DPH (Microsoft Surface Hubs installed in most rooms, but hybrid meetings remain challenging for large meetings)
  - Exec
  - KCIT
  - Metro
- **Need for consistent meeting room technology standards across the County:** DLS
- **Need to address division-owned conference rooms outdated technology:** DPD

## OPERATIONAL

- **Inconsistent technology budgets across Departments:** DES, KCIT
- **Potential technology budget constraints to implement plan in 2025:** DES, DNRP, KCIT
- **Need to implement county wide conference room booking protocols and system:** DLS
- **Concerns about insufficient individual technology onsite to implement 3 day in-office goal:** KCIT (Budget and Leadtime challenges)
- **Need for formal training on collaboration tools:** DPH (SharePoint, Teams, Surface Hubs, etc.)

# Leading Practices: Workstations

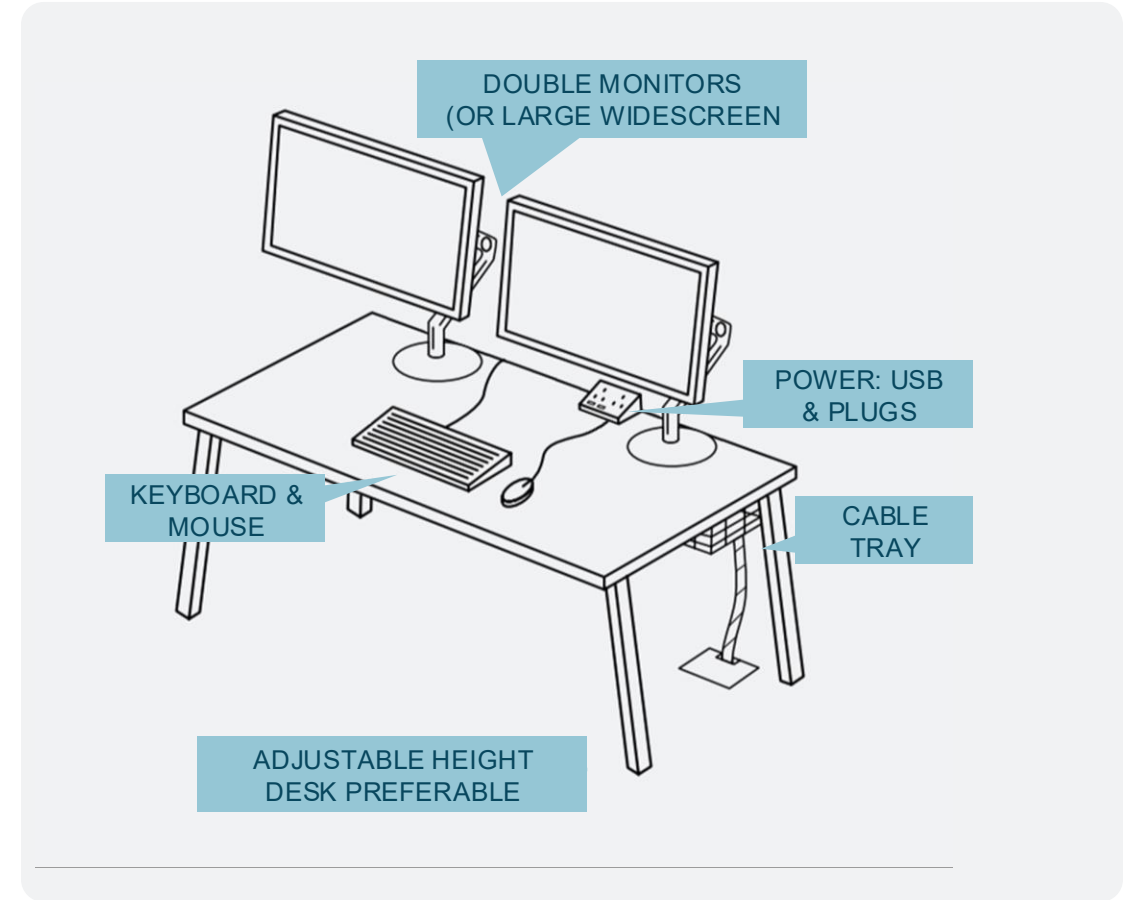
Each workstation meets consistent minimum standard requirements to ensure a productive and flexible work environment. When seat sharing, having a standard plug-and-play setup becomes increasingly important.

## ► Above the desk:

- **Monitors:** Two standard monitors or single larger widescreen with an adjustable arm and blue light filter to reduce eye strain
- **Desktop power supply:** 2 x AC power plus USB and USB-C charging points
- **Single cord for monitor display connect (USB-C)**
- **Standard keyboard and mouse**

## ► Below the desk (hidden):

- **AC power block located in cable management tray**
- **Cables:** Vertical cable distribution shall allow for concealed and protected connection from floor box / grommet / wall terminal to horizontal cable management



# Leading Practices: Conference Rooms

A well-designed meeting room layout is crucial when integrating video conferencing technology. Proper equipment positioning and thoughtful interior design can significantly enhance the overall user experience

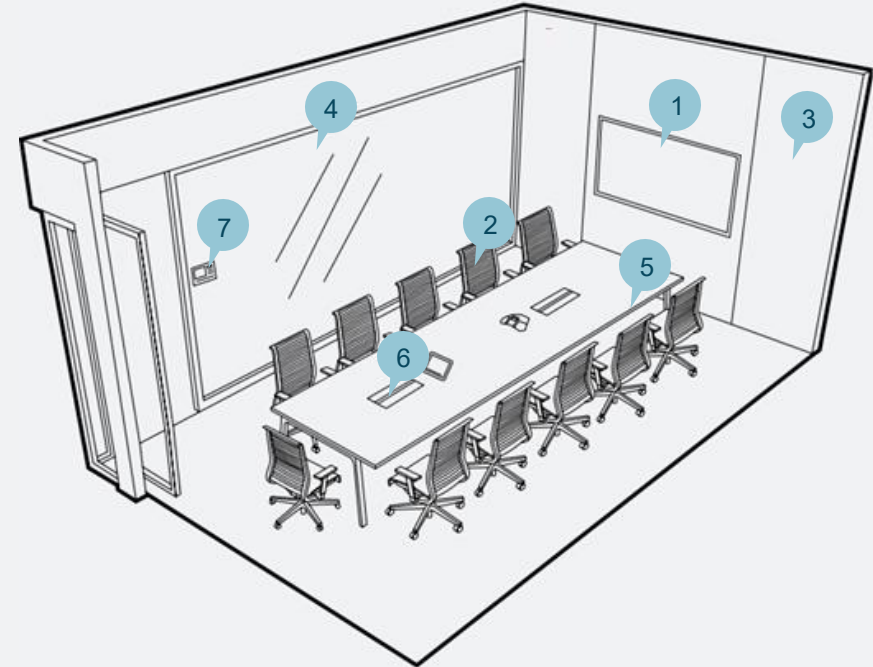
► **Layout Importance:** The room layout is crucial for effective video conferencing, focusing on the camera, screens, microphones, and seating.

► **Interior Design Elements:** Design features like wall colors and finishes can impact user experience for both in-room and remote participants.

► **Principles for Setup:** Follow basic principles before installation, including full room assessments for AV solutions.

## ► Key Features:

1. **Smart Screen:** To bring together whiteboarding, video conferencing and projection.
2. **Seat Positions:** Avoid placing directly in front of the camera.
3. **Wall Behind Camera:** Use flat, neutral tones without patterns.
4. **Reflective Surfaces:** Avoid glass opposite the camera.
5. **Meeting Tables:** Non-reflective surfaces.
6. **Power Supply:** Provide adequate power access.
7. **Touch Panel:** Inside - For controlling A/V facilities; Outside – For checking room availability.



## Pro Tips

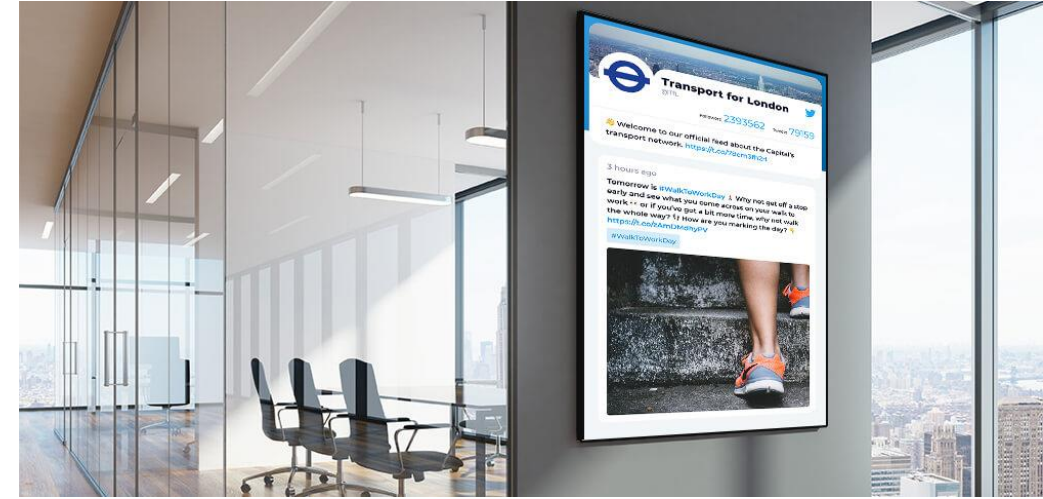
- The viewing distance should be between 1.5 to 2.5 times the screen's diagonal measurement.
- Graphics should be applied to walls that are not directly facing the camera.



# Leading Practices: Digital Displays

Strategic digital displays for dynamic and efficient information sharing

- ▶ **Digital displays** are useful devices for sharing information across the population on the floor. These should be located in areas with high traffic and can share content from wayfinding to announcements or even highlight special events/ celebrations.
- ▶ **Screen configurations** typical range from single display (55" to 65") to ultra-high-definition video walls.
- ▶ **Wireless content sharing** is supports more seamless content sharing
- ▶ Opt for **energy-efficient displays** with an automatic sleep mode to minimize power consumption.
- ▶ Consider **central management systems** to allow real-time content updates and remote troubleshooting capabilities.
- ▶ Incorporate **modular systems** for easy scalability and upgrade paths without complete system overhauls.



# Operations of Seat Sharing



# Operational Considerations of Seat Sharing

Adopting a seat sharing program needs holistic planning and accommodations to be successful

## GENERAL COMPONENTS

Neighborhoods, work settings, storage, protocols and etiquette are key operational components in making seat sharing in ABW space work well for employees.

Establishing these key components help organizations navigate, adapt, and thrive in a seat sharing model.



### Neighborhoods

A key part for navigating and creating a homebase in a flexible environment.



### Assigned Workstations

Establishing guidelines when certain situation arise where space assignments are required.



### Clean Desk Policy

Ensuring desks are cleared each night to allow people to sit at a clear desk each morning.



### Lockers & Storage Policy

Providing designated areas and a clear protocol for personal items, documents and team materials.



### Lost & Found Policy

Establishing lost & found policy so everyone knows where to find missing items and place lost items.



### Cleaning & Janitorial Protocols

Establishing cleaning guidelines and janitorial protocols will maintain a cleaner environment.



### Ergonomic Equipment

Enhancing workplace experience through ergonomic equipment and policy guidelines fosters employees support and adaptability across seat sharing.



### Behavior & Etiquette

Establishing clear guidelines become the foundation for behavioral expectations to work in a flexible environment.

# Neighborhoods: Occupancy

A neighborhood strategy allows for teams to have a homebase in ABW workplace and support their adjacency & privacy needs

## OCCUPANCY STRATEGY & PLANNING

A neighborhood strategy assigns individuals to a neighborhood, rather than a specific desk bases on status. The work settings within the neighborhood are shared among the team and support focus and collaborative work.

The inherent flexibility of ABW accommodates a variety of team sizes, working preferences and growth.

Neighborhood sizes vary with roughly 20-50 workstations, depending on floor and room configurations. The sample floor plan to the right lays out various sized neighborhoods, demarcating with color blocks and letters.

## TEAM ASSIGNMENT

Teams are assigned to a neighborhood based on numerous factors:

- Assumed need for workstations based on employee attendance
- Adjacencies requested
- Privacy requirements
- Workstation availability within neighborhoods



*Drawing of sample floor plan with various-sized neighborhoods demarcated with color blocks and letters.*



# Neighborhoods: Personalization

Team identification in neighborhoods help team members locate one another, aid navigation and recognize the variety of each team's personality

## STANDARD NEIGHBORHOOD SIGNS

Facilities provides standardized team signage to indicate team areas in their designated neighborhood. This clear visual demarcation is essential for wayfinding.

However, team boundaries tend to flex and change. Managers and team leads are encouraged to reach out to facilities if a change in neighborhood assignment might be needed.

## CUSTOMIZATION OPPORTUNITIES

Teams are encouraged to co-create decor that reflects their personalities in designated team personalization areas. Consider making something tactile and interactive with the entire team to combat digital fatigue.

## INDIVIDUAL PERSONALIZATION

With the shared nature of ABW, individual personalization is not available at workstations. However, teams are encouraged to honor the individuals in the customization areas or on lockers if they are assigned to an individual.

## PERSONALIZATION EXAMPLES



*Example of team storage with outline of personalization area*



*Example of team photos and art on cork-finished wall*



*Example of team signage for neighborhood identification*

# Assigned Workstations

**ABW enables most roles to perform in various work setting to optimize productivity by allowing choice. Guidelines need to be established for certain situation where space assignments are required**

## EXAMPLE: WORK POINT ASSIGNMENT GUIDELINES

Instances when an employee may be eligible for an assigned work setting include:

- Onsite presence exceeds designated threshold (e.g., 5 days a week)
- Director or managers in-office 4+ days a week
- Specialty equipment use requiring a permanent setting (e.g., special technology setup)
- Specific ergonomic needs that require longer than 15 minutes to set up and take down
- Medical/ physical needs

## TRACKING

Retain a record of all assigned desks and on a routine basis, assess utilization of assigned work settings.

## REALLOCATING

In certain circumstances, work setting assignments are provisional and can evolve based on team's needs and changes in workstyles.



# Clean Desk Policy

Clean desk policies ensure that desks are cleared each night to allow people to sit at a clear desk each morning

## CLEAN DESK POLICY

A clean desk policy is essential when working in a flexible environment. For that, each shared desk need to be cleared at the end of each day. The goal is to keep the work settings empty to allow individuals to work in an empty spot each day.

Items / objects removed from the desks each night by the janitorial staff will be placed in a “lost & founds spot” located within the nearest neighborhood copy/print room.

## ETIQUETTE SIGNS

Etiquette posters remind employees of the policy. They shall be mounted in rooms and neighborhoods to increase adoption.

## Clean-Desk Policy Tips



All workstations should be cleared at the conclusion of the work day.



Documentation (including sensitive information) no longer in use should be shredded / disposed in secure confidential waste-bins or archived.



Store sensitive paperwork, electronic media and unsecured portable equipment or devices in lockable drawers and cabinets.



Decorative items are welcome if they can be stored in the locker after the work day.



Refrain from eating at the workstations. Do not dispose of food at the workstations, use the trash/recycling in the café.



Items left at a workstation after conclusion of the work day should only include monitors, keyboard, docking station and mouse that are standard on each desk. All other items will be removed.



Sanitary wipes and disinfectant spray is available to clean desk surfaces. If a desk requires extensive cleaning, please contact Facilities at XXX.



Items can be left at workstations during the work day (including lunch and meeting breaks), but please store all personal items in locker at the end of the day.

Sample sign with clean desk policy tips with icons and explanation

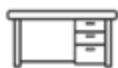
# Lockers & Storage Policy: Individual

Create locker and individual storage options in designated areas and clear protocols to storage personal items and documents depending on space assignment

## INDIVIDUAL STORAGE

Individual storage should be available to those who need it permanently or ad-hoc (day-use locker). It is important that all employees have a space to store their personal items regardless how many days they come to the office.

## INDIVIDUAL STORAGE OPTIONS



### PEDESTAL FOR ASSIGNED DESKS

People who are assigned to a desk could use the pedestal at the desk as their personal storage



### LOCKER FOR UNASSIGNED DESKS

Those who are not assigned to a desk should get a locker



### DAY USE LOCKER FOR VISITORS

Lockers that are not assigned on a floor can be leveraged for day use for visitors and/or remote workers

- **Option 1:** Those who are not assigned a desk may use the desk for the day; therefore, they are able to keep their personal belongings at desk for the day even when they are in meetings and away from the it – however at the end of the day it might be cleaned off completely as janitorial will remove ALL items to reset for the next day
- **Option 2:** Alternative idea is that there is not a “desk for the day” assumption and all hybrid employees will have an assigned locker



# Lockers & Storage Policy: Team

Create team storage options within neighborhood and protocols so all members have access to team materials

## TEAM STORAGE

Team storage should be provided based on the neighborhood requirements. Use of team storage is encouraged to keep lockers for individual use, workstations clean, and allow for personalization within neighborhoods.

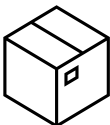
Storage should be labeled with the team's name. When teams relocate to another neighborhood or floor, all items stored must be removed by the facilities team. Any found items should be moved to Lost & Found. Some teams require higher amounts of storage than others. Please contact facilities to discuss storage needs.

## TYPE OF TEAM STORAGE AND LOCATION



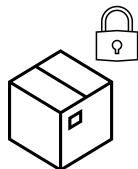
FILE CABINET

Closed / lockable storage within the neighborhood, identified with a team's name signage



TEAM DEDICATED STORAGE ROOM

Closed room located near neighborhoods



FUNCTIONAL TEAM'S STORAGE ROOMS

Teams can have assigned dedicated storage rooms



OFF-SITE STORAGE

Documents that are not used daily can be storage with a third-party outside current premises

# Lost & Found Policy

Establish lost & found policy so everyone knows where to find missing items and place lost items

## GENERAL POLICY

Common items left out on shared desks at the end of the day should be moved to a “Found Items” cabinet located in a common area, such as the nearest copy print room.

Items of higher value (e.g., laptop, wallet) should be given to Security for safekeeping until they are claimed (if possible).

## CLEANOUT POLICY

Found Items drawers are fully cleared the last Friday of each month, and unclaimed items are held by facilities for one more month before being purged.

## SUPPORT

If an employee needs assistance in retrieving an item, a facilities team member should provide help.



Photo of example lost & found cabinet



Photo of example of lost & found cabinet and the most common place for a lost & found is a copy/print room

# Cleaning & Janitorial Protocols

Establishing cleaning guidelines and janitorial protocols will maintain a cleaner shared environment and allow people to sit at a clear desk each morning

## EMPLOYEE GUIDELINES

Individuals are essential to keeping a tidy workplace so all employees can fully utilize the benefits of ABW. In an ABW environment, employees are expected to:



**MAINTAIN A CLEAN WORKSPACE:** Keep work surfaces clean and ready for the next team member once done using it. Have sanitizing wipes available throughout the neighborhoods, meeting rooms, and shared collaboration areas.



**TIDY UP:** Return furniture to its original place and erase any writing on whiteboards (after capturing it digitally.)



**THROW IT AWAY:** Dispose of waste in a trash bin or a recycling container. Food waste should be disposed of in compost bins in pantries and dining areas. All dining items should be returned to the tray drop location in the dining areas.



**LEAVE NOTHING BEHIND:** Remove all personal items when leaving a work setting for more than 3 hours so that it is cleared and available for another employee.

## JANITORIAL PROTOCOLS

A regularly scheduled janitorial cleaning supports keeping a sharing environment clean and healthy for all employees and visitors. The facilities team is responsible for owning the janitorial program and managing service quality.

## EXPECTATIONS

All work surfaces shall be cleaned every weeknight. Workstations, rooms, and collaboration areas shall be reset for the next day. Any employee items that are left behind shall be put in the designated Lost & Found area on the floor.

Some peer organizations level packs of sit-stand workstations to indicate they have been sanitized.

# Ergonomic Equipment

Enhancing workplace experience through ergonomic equipment and policy guidelines fosters employees support and adaptability across desk sharing

## ERGONOMIC EQUIPMENT

Maintain ergonomic standards when developing a seat sharing kit of part (ergo chairs, sit to stand desk, monitor arms, etc.). This will allow majority of employees to be ergonomically supported as they use a variety of work settings throughout the day. Create an ergonomic equipment policy to support the need for special ergonomic equipment for individuals. Some special ergonomic equipment can be shared and others storage in assigned storage or lockers.

## WORK SETTING ASSIGNMENT GUIDELINES FOR SPECIAL ERGONOMICS

There may be an instances when an employee may be eligible for an assigned work setting when their specific ergonomic needs take significant time to set up and take down.

## ERGONOMIC EQUIPMENT POLICY

Equipment such as standing mats and footrests can be picked up each day in any of the copy/print rooms. Personal ergo equipment, such as laptop stands and keyboards should be stored in your locker and setup each day.



# Behavior & Etiquette

Establishing behavior & etiquette guidelines become the foundation for behavioral expectations to work in an ABW environment

## BEHAVIOR & ETIQUETTE GUIDELINES

The way employees utilize the office will change in an ABW environment. Work settings are meant to support different activities and work modes, requiring new behaviors.

In order for an ABW environment to work well, behavior and etiquette expectations need to be communicated and reinforced through training, signage, and behavior modeling. The following describes the etiquette expectations for various areas.



### Neighborhood Behavior Expectations

Neighborhoods are the primary places for individual and team work. The ABW neighborhood provides a variety of work settings to support individual focus work, one-on-one breakouts, and impromptu small group collaboration.



### Meeting & Conference Room Behavior Expectations

Meeting and conference rooms shall be used for group meetings that require privacy and minimal distractions. Teams are encouraged to use meeting rooms near their designated neighborhood first.

Individuals requiring privacy or less distractions are encouraged to use focus rooms rather than meeting rooms.



### Amenity Space Behavior Expectations

Amenity spaces are placed central to main circulation paths and further from neighborhoods so as not to disturb individual focused work. Larger groups are encouraged to utilize amenity spaces for gathering instead of neighborhoods.



# Behavior & Etiquette: Noise Control

Effective noise control in shared environments requires a dual approach. While physical design elements like soundproof walls and dedicated quiet areas are crucial, implementing and adopting behavioral protocols can significantly enhance the acoustic environment

## BEHAVIOR & ETIQUETTE GUIDELINES FOR NOISE CONTROL

- Use the appropriate work environment **based on your activity**.
- Please use your standard issued headset, and **refrain from using the speakerphone**, on calls taken in open/shared environments.
- Keep your **cell phone with you and on a silent or vibrate** setting.
- During working hours, **don't play music** through a radio or computer, **use your headset**.
- In person meetings can be **conducted in a variety of collaborative areas** – meeting rooms and resource areas rather than your workstation.
- Be **mindful of congregating close to workstations** where people are doing heads down work and may need a quiet space to focus in.



# Behavior & Etiquette: Guidelines Samples

Examples of key behavior & etiquette guidelines to help with adoption of new ways of working

## NOISE

Adjust accordingly but don't be silent

**COLLABORATE:** Our new space encourages more discussion and a healthy noise level keeps the energy up. Be mindful of team members working in open work areas when having lengthy or animated conversations.

**USE YOUR HEADSET:** Speaker settings should not be used in open work areas. Use your headsets when taking short calls and be aware of your noise level.

**DO NOT DISTURB:** If a team member is wearing a headphones, consider that a "do not disturb" sign. Consider sending an slack, gchat, or email instead.

**EMPOWERMENT:** If a team member's behavior is distracting, feel empowered to have a respectful conversation. The sooner it is addressed, the sooner it can be resolved.

**APPRECIATE:** Compliments go a long way. If you see someone who is being considerate, tell them you appreciate it!

## CLEAN

Tidy up as you go

**MAINTAIN A CLEAN WORKSPACE:** Keep work surfaces clean and ready for the next team member when you leave. Sanitizing wipes will be available throughout the neighborhoods.

**TIDY UP:** Return furniture to its original place and erase any writing on whiteboards.

**THROW IT AWAY:** Dispose of waste in a trash bin or a recycling container. Food waste should be disposed of at the café compost bins and all dining items, should be returned to the tray drop location in your café.

**LEAVE NOTHING BEHIND:** Remove all personal items with you when you plan on leaving a desk for an extended period of time.

**USE YOUR LOCKER:** Store personal items and computer peripherals (headset + wireless keyboard) at the end of each day.

## SEATING

Plan ahead for success

**LOCATE:** Share your location on Teams to let people know where you are working.

**WORK IN YOUR NEIGHBORHOOD:** Plan to work in your neighborhood each day you come to the office. If you are collaborating with a team member in another neighborhood, think of it as visiting them for the time you are working together, but plan to return to your neighborhood when you're finished.

**FLEXIBILITY:** Our new space should provide you with the flexibility you need to be productive and effective, and choose the work setting that aligns with the activity that you need to complete.



# Change Management



# The Path to a Successful Workplace Change

A successful workplace change encompasses much more than the physical solution



# The Path to a Successful Workplace Change

Stakeholder adoption is higher when there is a clearly defined change strategy

To be successful, companies must establish the **WHY**, **WHAT**, and **HOW**



## Establish the WHY

- Align Leadership perspective on the “North Star” reasoning for increasing in-office work
- Create key talking points about the “why” that are regularly and reliably used by all leaders



## Define the WHAT

- Clearly define employee expectations
- Ensure leaders and managers are modeling the way
- Establish and document norms within the workplace that support a positive in-person experience
- Support employees in getting the equipment needed for a functional workplace



## Plan the HOW

Implement a comprehensive change management strategy with:

- Robust communication
- Training where needed
- Positive reinforcement

By implementing this approach, King County will establish the **reasoning behind the change**, define **clear expectations**, and implement a comprehensive strategy to **support employee adoption**

# WHY: A Clear Purpose for the In-Office Presence

Stakeholder adoption is higher when they believe there is a compelling narrative that states a clear purpose

## CONSIDERATIONS WHEN DEVELOPING THE “WHY”

1. Connect it with business objectives
2. Ensure leadership engagement and role-modeling
3. Highlight employee benefits

Employees aren't just seeking policy details; they want to **understand the reasoning behind the rules**. When the 'why' is transparent, trust is built, and adherence rises.

Companies that have established and communicated a **North Star vision** for their flexible work plan may find it easier to inspire employees to return to the office.

Crucial to this vision is a keen understanding of which moments truly matter to company goals so that employees know **why they are needed on-site** and **how their presence contributes to organization's success**.

# WHAT: The Importance of a Clear Guidance

It is imperative the employees comprehend what is changing and what is expected of them

## Defining a clear policy and evolving it over time

A crucial aspect is establishing a well-defined policy that can adapt to changing needs. Companies should regularly review and update these policies based on employee feedback and evolving business needs.

## Setting clear expectations for in-office presence

To effectively manage a hybrid workforce, it's key to set and manage expectations around required in-office days, in-person collaboration objectives, and how performance will be measured in the new work environment.

## Addressing operational details of hybrid work

This involves establishing the protocols and etiquettes for the new way of working, such as guidelines around clean desk policy, meeting room reservations, lost and found procedures, etiquettes in shared spaces, etc.

## Establishing a realistic timeline for implementation

This includes phasing the implementation, setting short-term goals for initial adoption, and outlining long-term objectives for full implementation. Also, conduct regular check-ins to assess progress and adjust.



# HOW: Implementing a Change Management Approach

Creating a change strategy and implementing a sustainable solution will accelerate employee adoption and drive business objectives

## WHAT IS CHANGE MANAGEMENT?

Change Management is a systematic approach to support employee adopting inclusive of:

- **Communication** (awareness)
- **Training** (education)
- **Sponsorship** (reinforcement)

## WHY DOES IT MATTER?

**Only 30 percent of change projects succeed in hitting their initial goals.** Taking a focused approach to managing change can make the difference between success and failure to meet project goals.

**The advantages of change management are that it:**

- **Provides focused attention** on adoption of planned changes
- **Minimizes downtime and productivity dips** due to changes
- **Prioritizes the highest-impact needs** to address issues and challenges with adoption

# HOW: Change Management Leading Practices

Effective change management requires a holistic, human-centric approach that engages all levels of the organization, fosters co-creation, and adapts to evolving expectation

- Establish a **common vision** and clear performance measures for the success of the change
- Move from a top-down change to a **co-creation approach**, underscoring shared ownership
- Build a **compelling case for change** with data-driven insights
- Influence hearts and minds and deploy a **human-centric change approach** to support inclusive change
- Focus on **behavioral change** reinforcement, agnostic of space
- Identify cognitive biases and accelerate behavioral change with **leadership role-modeling**
- Build **powerful, empathetic communication** and content strategies
- Recalibrate employee expectations to align with **increased flexibility and choice**
- Co-create solutions and ensure **knowledge transfer**





# Measuring the Success of Change Implementation

The metrics below represent ways that different organizations use to measure the success of the adopted change. Applicability will depend on their unique scenario

Category	Description	Metrics*				
SPACE	Measures how efficiently office space is used	Desk Sharing	Rentable Square Feet	Density (SF / Seat)	Vacancy	Cost per sqft
UTILIZATION	Tracks percentage of occupation and usage patterns of office space	Peak Utilization	Avg. Utilization	Meeting Room Supply vs Demand	Hybrid / Remote	Time spent on-site
EMPLOYEE EXPERIENCE	Assesses employee satisfaction and well-being	Employee engagement scores	Noise levels	Light Quality Score/Air Quality Index	Employee Wellness Rating	Absenteeism rates
TECHNOLOGY & SUSTAINABILITY	Evaluates technology adoption and environmental impact	Technology adoption rates	Technology reported issues	Energy consumption per SF	Carbon footprint measurements	Waste reduction metrics
LAYOUT DESIGN / WORK PATTERNS	Analyzes space layout effectiveness, inclusivity and work behavior patterns	Inclusivity perception scores	Collaboration time vs. individual work time	Office amenity usage	Workstyle / Persona	Individual vs. Collaboration space usage

\* Note: These metrics reflect industry leading practices and are illustrative. They should be reviewed and tailored to align with King County's specific objectives and implementation goals.

# Overarching Experience



# Enhancing the Employee Experience Journey

The following represents sequential steps to enhance the employee experience journey



## DISCOVER

- Define your experience vision and guiding principles
- Understand your Personas, their feelings, expectations, and behaviors
- Identify the moments that matter the most to them.



## DEFINE

- Generate new ideas/ concepts and create a diagram that visually maps the steps in the service experience process delivery
- Define and map the experience menu for each Persona identified
- Establish service levels withing the building to envision the ideal experience journey from a user perspective



## IMPLEMENT

- Prototype the Service Experience
- Test Marquee Moments
- Perform Service Delivery “Dress Rehearsals” / Role Play
- Create the new SLAs and/or redefine and update existing ones
- Provide training to the staff responsible for its delivery
- Launch the new service experience

The following pages includes examples of key factors, fundamental pillars and framework needed to create a cohesive, human-centered experience strategy

# Why Workplace Experience Matters

Empowering human experiences is the key to a thriving workplace

“

A workplace that is powered by human experience goes beyond a work-life balance. It drives how people feel about their place of work. How empowered, engaged and fulfilled they are, it's the purposeful fusion of life and work based on authentic human experiences...”

- Dr. Marie Puybaraud, Global Head of Research,  
JLL Corporate Solutions

## KEY FACTORS FOR HIGH QUALITY WORKPLACE EXPERIENCES

### Human-Centric

A space where diversity is celebrated, and design is considerate of all user needs

### Frictionless

A space that provides concierge services and provides seamless experience through technology



### Diverse

An aspirational place to be, an environment where people are keen to be part of

### Sustainable

A manifestation of the sustainability ambitions of the company

# Workplace Experience Ecosystem

Example of key factors that can support a high-quality employee experience

## Human-centric



### 1. Diversity, Equity and Inclusion

One of the core principles in workplace planning & design

### 2. Planning for Neurodiversity

Choice of space, intentional calming finishes, and customizable design features

## Diverse



### 1. Work / Play / Live

Expansion of the kit of parts to support the whole person and build connections to the community

### 2. Hospitality Spaces

Mix of food services to meet varied needs (Lounges, coffee bars, event space and pop-up food service, work cafés with healthy snacks)

### 3. Variety of Concentration Spaces

Greater choice in the design and qualities of individual workspace

## Frictionless



### 1. Hosted Experiences

Enhanced concierge services to create seamless experiences

### 2. Technology Enabled

Technology integration in the physical environment and user tools provide users' data and recommendations in real time

## Sustainable



### 1. Green Certifications

### 2. Building Systems

State of the art engineering design that maximizes HVAC efficiency and energy reliability

### 3. Cooperative Landlord

Alignment in sustainability, wellness, and health & safety goals

# Workplace Experience Fundamental Pillars

A holistic experience strategy usually encompasses five fundamental pillars



# Creating a Meaningful Workplace Experience

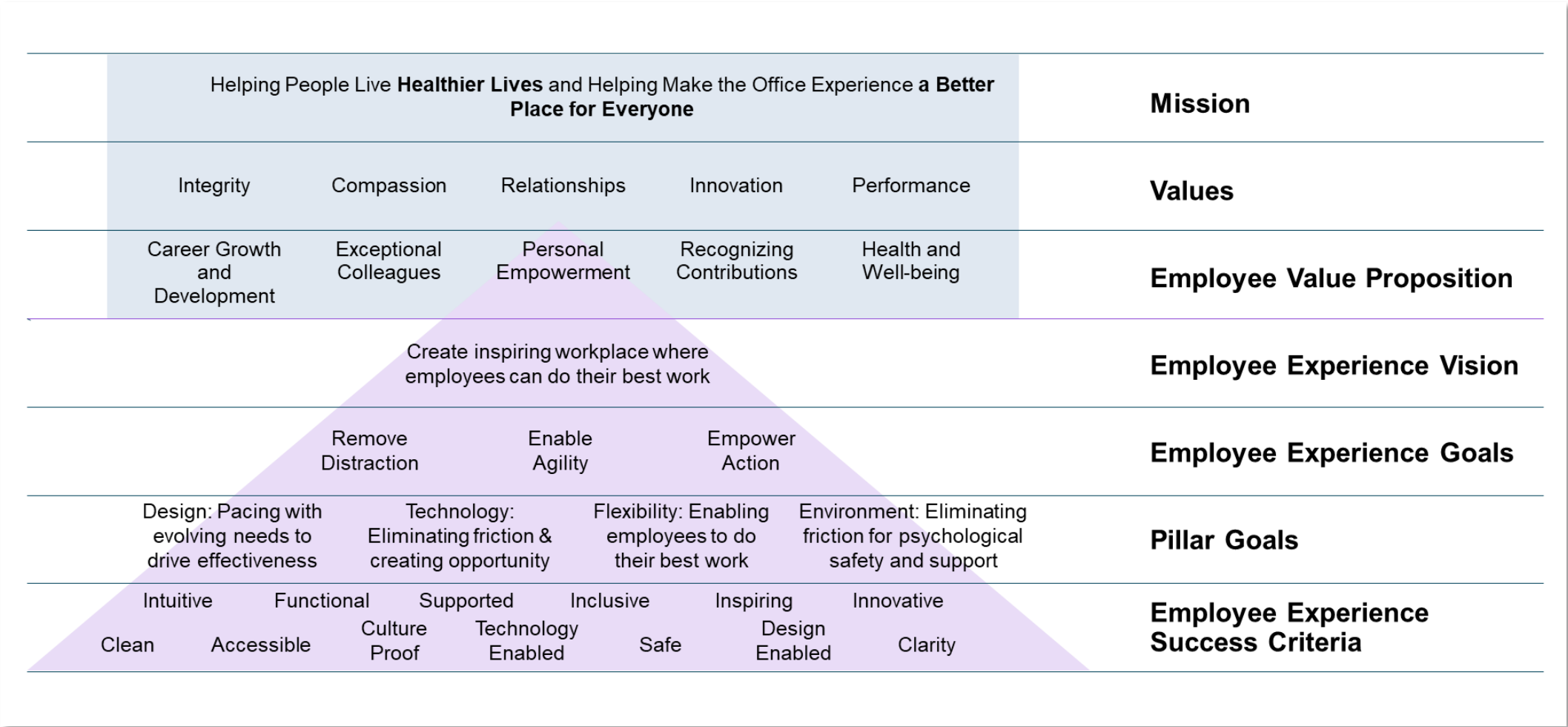
Organizations are more likely to have success in their workplace experience by creating an experience strategy framework

Below represents a leading practice framework for developing a holistic workplace experience, advancing in three phases from establishing a 'north star' vision to success measurement and adjustments:



# Illustrative Experience Framework

The graphic below shows an example of client’s comprehensive employee experience framework inclusive of a “North Star” mission statement, values, goals, and success criteria.





# Workplace Experience Menu

An output of experience strategy development is a comprehensive list or “menu” of potential experience offerings to evaluate and prioritize for implementation.

A workplace experience menu is a **comprehensive list of services, amenities, and offerings** provided by an organization to **enhance the work environment and support employee well-being**. It typically includes a range of options such as workspace choices, wellness programs, food services, learning opportunities, social events, concierge services, etc.

The example below represents different options of experience services, amenities and offerings:

	Workspace Experience	Technology Experience	Wellbeing Experience	Social Experience	Food Experience	Ways of Working
Examples	<ul style="list-style-type: none"><li><input type="checkbox"/> Height Adjustable Desks &amp; Ergonomic Furniture</li><li><input type="checkbox"/> Meeting room types &amp; use education campaign</li><li><input type="checkbox"/> Acoustics/noise buffering</li><li><input type="checkbox"/> Privacy film/screens for meeting / private rooms</li><li><input type="checkbox"/> Digital signage</li><li><input type="checkbox"/> Wayfinding</li><li><input type="checkbox"/> Art Installation</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Dual Monitors &amp; easily customizable peripherals</li><li><input type="checkbox"/> Universal docking stations</li><li><input type="checkbox"/> VPN</li><li><input type="checkbox"/> Digital whiteboards</li><li><input type="checkbox"/> Quality AV / Video Conference Tech</li><li><input type="checkbox"/> Virtual Reality Equipment (VR)</li><li><input type="checkbox"/> Printers</li><li><input type="checkbox"/> Office Supplies &amp; IT Tech Vending</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Onsite gym</li><li><input type="checkbox"/> Lockers &amp; showers</li><li><input type="checkbox"/> Regular fitness/yoga classes</li><li><input type="checkbox"/> Dedicated fitness room</li><li><input type="checkbox"/> Fitness competitions</li><li><input type="checkbox"/> Bike racks &amp; safe dry storage</li><li><input type="checkbox"/> Prayer/Meditation Rooms</li><li><input type="checkbox"/> Onsite Childcare</li><li><input type="checkbox"/> Onsite Pet Care</li><li><input type="checkbox"/> Onsite Healthcare</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Branded lobby experience</li><li><input type="checkbox"/> Town hall space</li><li><input type="checkbox"/> Outdoor gathering space(s)</li><li><input type="checkbox"/> “Winning together” wall / displays of key successes over time</li><li><input type="checkbox"/> Grab &amp; Go Café</li><li><input type="checkbox"/> Community Manager / Host</li><li><input type="checkbox"/> Meditation playlists</li><li><input type="checkbox"/> Resource Group Events (ERGs)</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Healthy food options</li><li><input type="checkbox"/> Free all-day coffee and snacks</li><li><input type="checkbox"/> Free breakfast / lunch</li><li><input type="checkbox"/> Remote food ordering app</li><li><input type="checkbox"/> Free take home snacks for the commute</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Community Manager / Host</li><li><input type="checkbox"/> Manager / employee lunch &amp; learns</li><li><input type="checkbox"/> LinkedIn Learning</li><li><input type="checkbox"/> Series of workshops on creative processes</li><li><input type="checkbox"/> Definition of what collaboration days are</li><li><input type="checkbox"/> Training on intention of anchor days</li></ul>



# Cost Estimation

# Cost Estimation Considerations

Supporting the long-term goal of 3 days in office will require investment by King County. Below are estimated costs for acquiring additional space for Departments

When planning for a long-term solution to accommodate the goal of 3 days in office, most Departments will require spend to update current space and/ or obtain new space to support their employees.

In this section directional cost estimates that may be included in high-level projections are provided. We recognize that each Department’s plan may be different, and we are not making any specific recommendations with the provision of these metrics and framework.

At right are estimated costs for lease acquisition, and the following pages outline three constructs with associated costing estimates inclusive of moves, construction, and furniture solutions.

## ESTIMATED COSTS FOR LEASE ACQUISITION

### Downtown Seattle Q3, 2024 Office Market Numbers

**1. Total Availability – 20.6 million RSF / 34.4% vacancy**

- 16.9 million Direct Availability / 28.3% of vacancy
- 3.6 million Sublease Availability / 6.1% of vacancy

**2. Class A-/B+/B Direct Asking Rate Range**

- \$32 - \$44 fully serviced

**3. Free Rent**

- 1 Month for each year of the lease

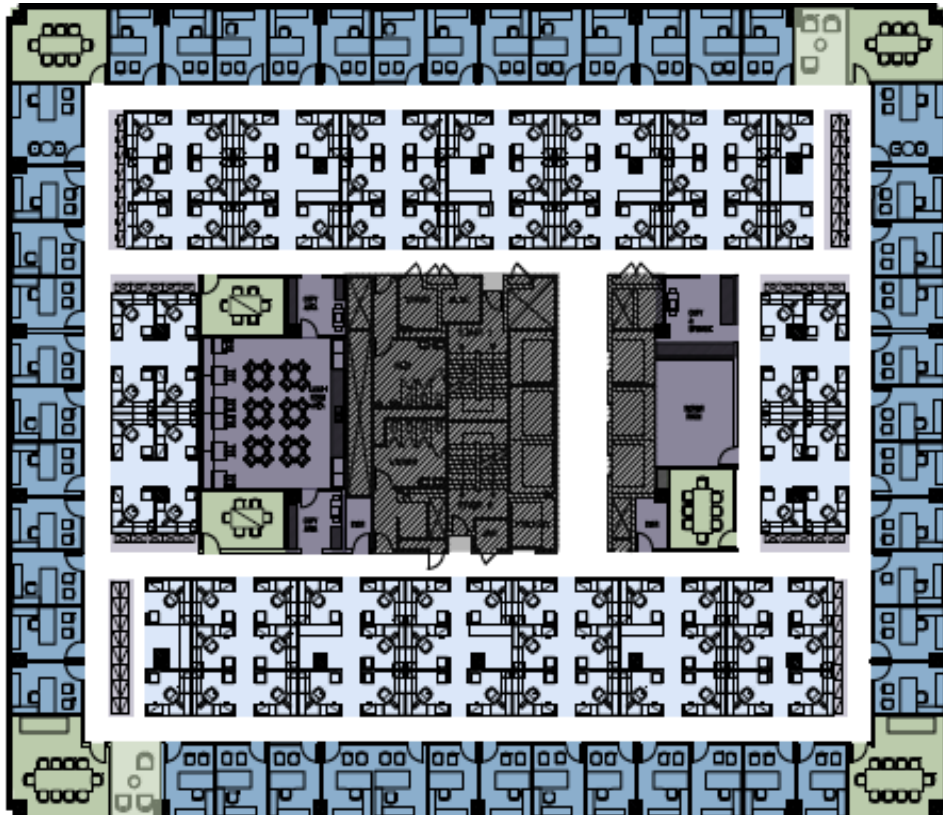
**4. Tenant Improvement (TI) Allowance**

- \$7 - \$10 per RSF for each year of the lease

# Cost Estimation Considerations

## Estimated Costs for TI's and FFE: Traditional Approach Office Illustration

### TRADITIONAL APPROACH



#### Key Points:

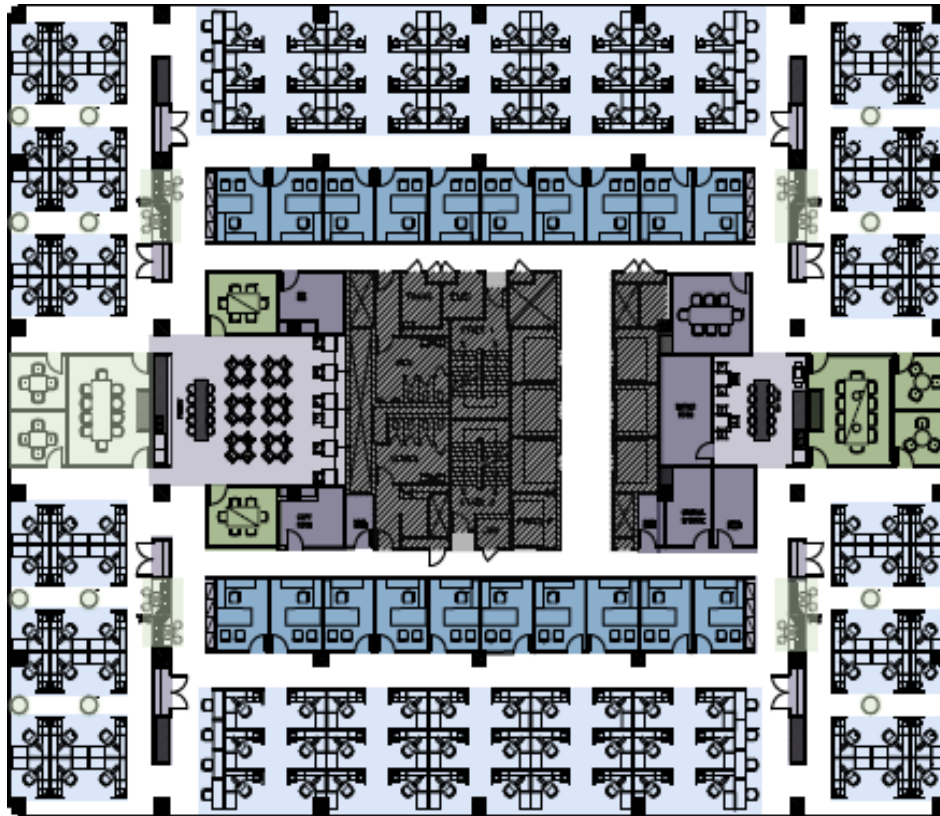
- Assigned/ permanent Private Offices and Workstations for each employee
- Heavily built environment
- Meeting room to desk seat ratio: 0.59:1
- Emphasis on **business/focus work** first – other functions follow (collaboration, social, learning)



# Cost Estimation Considerations

## Estimated Costs for TI's and FFE: Progressive Approach Office Illustration

### PROGRESSIVE APPROACH



#### Note:

- This approach represents King County's current typical floor plans.
- The only difference is related to density: King County currently have larger individual work points (workstations), which may result in a different work point density compared to this illustration.

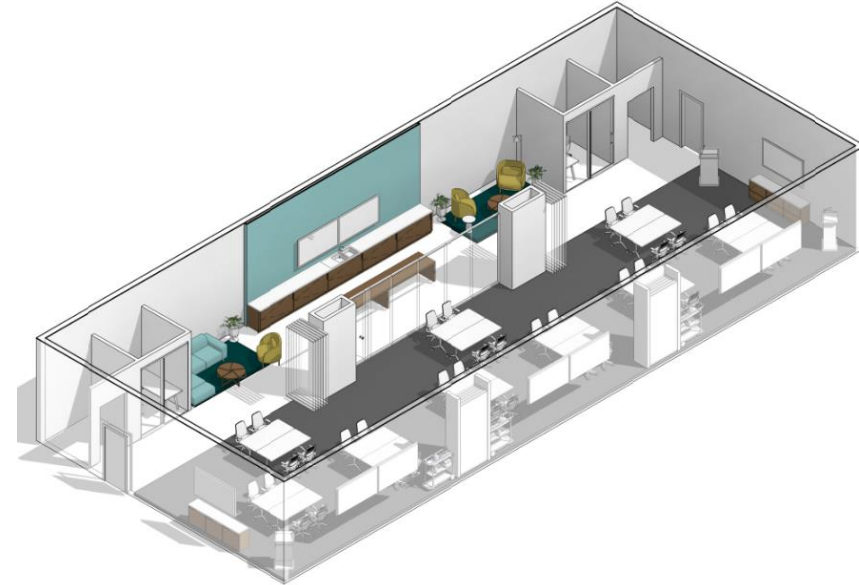
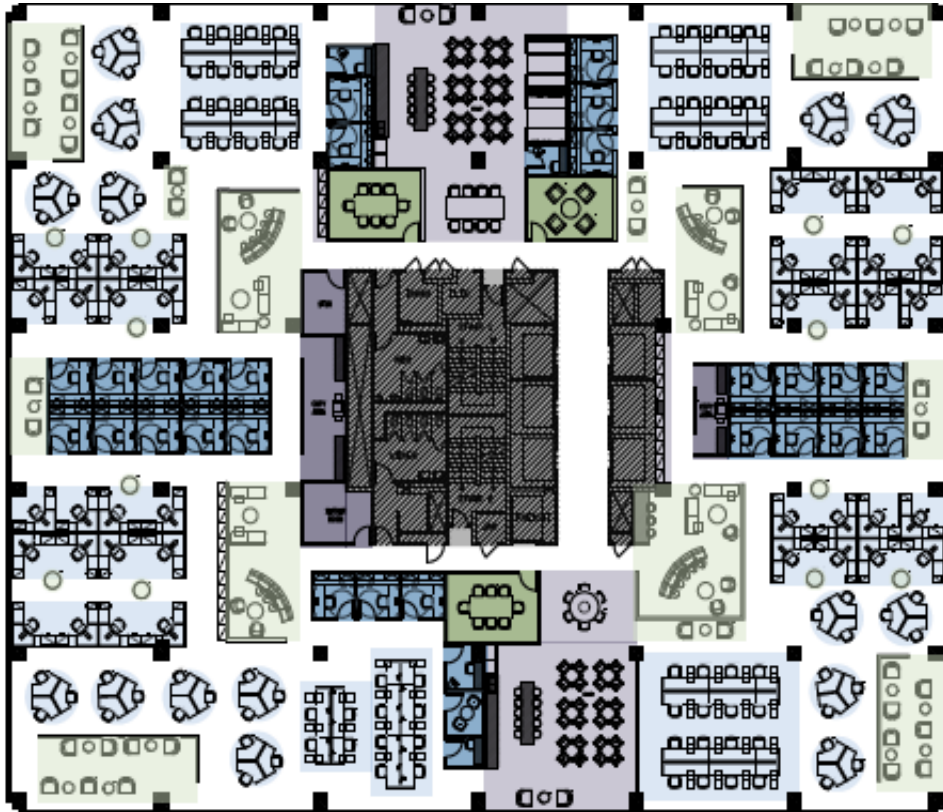
#### Key Points:

- Mix of permanent desks and hybrid employees
- Physical environment built on a modular system for potential flexibility/ change
- Meeting room to desk seat ratio: 0.80:1
- A **range of space typologies** support user control and choice of work setting

# Cost Estimation Considerations

## Estimated Costs for TI's and FFE: Future-Proof Approach Office Illustration

### FUTURE-PROOF APPROACH



#### Key Points:

- Hoteling stations and reservation systems implemented by hybrid employees
- Open space, flexible solutioning
- Meeting room to seat desk ratio: 105:1
- Emphasis on **collaboration and socialization** – nomadic individual, focus work

# Cost Estimation Considerations

## Estimated Costs for TI's and FFE: Construction Costs

### TRADITIONAL

#### Move and Move Management

- \$3.00/SF

#### Furniture Scope

- Insert strategy from “furniture” slide

#### Construction Considerations

- \$2/SF – selective demolition
- \$1/SF – lighting upgrades (T24)
- \$6/SF – carpet tile patching
- \$9/SF – ACT revisions & patching
- \$2/SF – painting & patching
- \$5/SF – electrical outlets w/ data capability (routed overhead)

**TOTAL HARD COST: \$50 - \$65/ SF**

#### Clarifications:

- Demolition of finishes only, existing layout remains.
- All partitions, doors, and casework will remain.
- No HAZMAT abatement necessary.
- Very little change in current floor plan.
- Trade permits for electrical work only.

### PROGRESSIVE

#### Move and Move Management

- \$3.00/SF

#### Furniture Scope

- Insert strategy from “furniture” slide

#### Construction Considerations

- \$3/SF – selective demolition
- \$100/SF – Selective TI construction to support new layout

**TOTAL HARD COST: \$128 – \$144/SF**

#### Clarifications:

- Assumes selective demolition of some partitions to support new layouts.
- No HAZMAT abatement necessary.
- Potential need of building permit, which would require AOR fees.
- No new MEP routing through structure.

### FUTURE-PROOF

#### Move and Move Management

- \$3.00/SF

#### Furniture Scope

- Insert strategy from “furniture” slide

#### Construction Considerations

- \$2/SF – complete demolition to warm shell
- \$128/SF – TI construction to support new layout

**TOTAL HARD COST: \$156 - \$172/SF**

#### Clarifications:

- Complete demo to a warm shell condition.
- No HAZMAT abatement necessary.
- No new MEP routing through structure.
- Potential need of building permit, which would require AOR fees.

### “DO NOTHING”

#### Move and Move Management

- \$3.00/SF

#### Renovation & Replacement of Unusable Furniture (where necessary)

- \$12/SF

#### Construction Considerations

- \$1/SF – selective demolition
- \$0.75 – lighting upgrades (T24)
- \$3/SF – carpet tile patching
- \$4/SF – ACT revisions & patching
- \$1.5/SF – painting & patching
- \$5/SF – electrical outlets w/ data capability (routed overhead)

**TOTAL HARD COST - \$31/SF**

#### Clarifications:

- No modifications of partitions or floor plate egress.
- No HAZMAT abatement necessary.
- Very little change in current floor plan.
- Trade permits for electrical work only.
- Furniture will be inconsistent.



# Cost Estimation Considerations

## Estimated Costs for TI's and FFE: Advantages & Disadvantages

### TRADITIONAL

#### Advantages

- Provides dedicated individual private office and workspaces.
- Supports focus work.
- Reduces visual and acoustic distractions
- Supports a lower density and greater “social distance”.

#### Disadvantages

- Fixed architectural elements limit flexibility.
- Creates underutilized or unused space.
- Minimizes natural light and views.
- Reduces opportunity for spontaneous collaboration, learning, and socialization.
- Increases cost for future state changes.

### PROGRESSIVE

#### Advantages

- Flexibility for hybrid and permanent staff.
- Wider breadth of meeting space types
- Can accommodate a variety of personal work styles
- Becomes a tool for talent retention and recruiting
- Supports a multi-generational workforce
- Creates opportunity to leverage technology in various meeting offerings, allowing for equity between those in the office and those remote

#### Disadvantages

- Increases visual and acoustic distractions
- Increases density and provides less personal space

### FUTURE-PROOF

#### Advantages

- Supports the hybrid workplace offering employees the ultimate flexibility in space type offerings
- Facilitates connection through an increase in collaboration space offerings
- Provides a competitive advantage when it comes to talent retention and recruiting
- Encourages a variety of personal work styles
- Creates opportunity to leverage technology in various meeting space types, allowing for equity between those in the office and those remote
- Supports low-cost options for future state changes

#### Disadvantages

- Increases visual and acoustic distractions
- Challenges those who need a dedicated space

### “DO NOTHING”

#### Advantages

- Reuse of existing furniture elements leads reduction in procurement timelines.
- Shortest schedule path to space revisions for workplace use.
- This would be the least cost option in the short term to operation of the space.

#### Disadvantages

- This would be a short-term solution that would not solve the long-term problem.
- Restacking with existing furniture would lead to some replacement and likely mis-matched furniture product.
- There is little to no ability to use the workplace in employee retention or attraction strategy.
- Inequity in the office related to change management.

# Cost Estimation Considerations

## Estimated Costs for TI's and FFE: Furniture

### BUDGET- FRIENDLY

#### Workstation

- Fixed 30x72 worksurfaces with 30D fixed BBF pedestal.
- Monolithic tackable 42H panels with power
- Acrylic dividing screens between users

#### Private Office

- 30x72 desk with return and BBF pedestal and overhead storage with tackboard below
- BF credenza with seat cushion
- Metal BF credenza
- Task and guest chair

#### Conference Room

- No power in the table

#### Break Room

- Café height table with 3 metal stools

#### Reception/ Collaboration area

- 2 Lounge chairs in black vinyl upholstery and round table
- Café height meeting table with 2 stools



PRICE RANGE \$19.00 - \$22.00

### PROGRESSIVE

#### Workstation

- Fixed 30x72 worksurfaces with ith BF mobile pedestal
- Monolithic tackable 42H panels with power and 15H frosted glass screens

#### Private Office

- All laminate office fixed height 30x72 desk with return and BBF support pedestal
- Floating shelf with tackboard below
- 60W Open/BF credenza and coat tower
- Task and guest chair

#### Conference Room

- Power in the table

#### Break Room

- Café height table with 3 wood stools

#### Reception/ Collaboration area

- 4 upholstered lounge chairs and 2 tables
- Café height meeting table with stools



PRICE RANGE \$24.00 - \$27.00

### HIGH-END

#### Workstation

- HAT 30x72 table with under-worksurface mounted console pedestal and screen.
- Floor mounted power rail

#### Private Office

- All laminate office with HAT 30x72 desk and fixed return
- BBF support pedestal
- Sliding door overhead
- Task and guest chair

#### Conference Room

- Table with power and Clarity chairs

#### Break Room

- Live edge café height table with 4 wood stools

#### Reception/ Collaboration area

- Work height upholstered sofa and table with ottomans



PRICE RANGE \$30.50 - \$33.50

# Appendix

# SF Measurement Glossary

NET AREA (NSF)	What it Includes	How it is Measured	When is it Used
	Includes workspaces (office and workstations), dedicated support (conference rooms, supply rooms, etc.), shared support (shared copier rooms, break rooms, etc), and special mission-critical support spaces (evidence rooms, laboratories, courtrooms, etc.)	Measure to the centerline of interior partitions of a space. Total Net Area is calculated by adding together all programmed areas.	<ul style="list-style-type: none"><li>• Space Programming</li><li>• Space Standards/Guidelines</li><li>• Tenant Improvements</li></ul>
	Circulation Area can be broken into two types: primary and secondary. Primary circulation is the main route connecting the building core and common spaces, such as elevator lobbies, exit stairs, and core toilets. Secondary circulation is the aisles between individual and support spaces.	Based on the ratio of enclosed spaces to open spaces, a Circulation Multiplier is estimated and applied to the total Net Area to determine the Circulation Area. <i>Planning Formula: Circulation Area = NSF x (Circulation Multiplier - 1)</i>	<ul style="list-style-type: none"><li>• Space Programming</li><li>• Space Standards/Guidelines</li><li>• Tenant Improvements</li></ul>
	Includes Net Area and Circulation Area, but excludes building core and common spaces such as elevators, exit stairs, mechanical rooms, and core toilets. For multi-tenant floors, common building corridors are excluded from Usable Area and instead, are included in the Rental Area.	See ANSI/BOMA standard* for detailed calculation method. Generally speaking, measure the area enclosed between the finished surface of the office area side of corridors and the dominant portion of the exterior walls or vertical penetrations. <i>Planning Formula: USF = NSF + Circulation Area</i>	<ul style="list-style-type: none"><li>• Space Programming</li><li>• Space Standards/Guidelines</li><li>• Tenant Improvements</li></ul>
	Usable Area and building common spaces, such as the building lobbies, egress corridors, service spaces (mechanical/electrical, toilet, janitorial, etc), and loading docks. Excludes major vertical penetrations, such as stairwells, elevators, and major shaft spaces.	See ANSI/BOMA standard* for detailed calculation method. Generally speaking, add the usable area to building common spaces while excluding major vertical penetrations. <i>Planning Formula: RSF = USF + prorated share of Building Common Area</i>	<ul style="list-style-type: none"><li>• Commercial Leases</li><li>• Rent Calculation</li></ul>
	Includes exterior wall thickness, and all vertical penetrations (mechanical/electrical, plumbing, elevator shafts, stairwells, etc.), as well as basements, garages, and penthouses. Excludes parking lots and loading docks outside the building line.	See ANSI/BOMA standard* for detailed calculation method. Generally speaking, measure to the outside finished surface of permanent outer building walls. <i>Planning Formula: GSF = RSF + Vertical Penetrations and Building Exterior Walls</i>	<ul style="list-style-type: none"><li>• Construction</li><li>• Real Estate Portfolio</li></ul>

\* For additional details on these definitions and space calculation methods, please refer to ANSI/BOMA Z65.1-1996, "Standard Method for Measuring Floor Area in Office Buildings".

# Department Dashboards

*Note: This work captures a subset of 5,000 administrative hybrid employees within King County. The 13,000 non administrative employees already have been accounted for.*

# Department Dashboards

## Index

Department & Division Name		Interviewee(s)	Date Interviewed
<b><u>DCHS</u></b>	Department of Community and Human Services	Kelly Rider, Savannah Mitchell, Jenna Wolfstone, Amber Green, Teesha Bailey, Evan McKittrick	11/18/2024
<b><u>DES</u></b>	Department of Executive Services	Lorraine Patterson-Harris, Cindy Cawailing, Tom Koney, Danielle Lucero	11/15/2024
	<b><u>BRC</u></b> : Business Resource Center	Tom Koney	11/18/2024
	<b><u>FBOD</u></b> : Finance & Business Operations Division	Carmel Call	11/21/2024
	<b><u>FMD</u></b> : Facility Management and Design	Drew Zimmerman, Cristina Gonzalez	11/8/2024
	<b><u>ORMS</u></b> : Office of Risk Management Services	Christine Oh	11/14/2024
<b><u>DHR</u></b>	Department of Human Resources	Jay Osborne, Adrienne Leslie, Leslie Mullins	11/19/2024
<b><u>DLS</u></b>	Department of Local Services	Leon Richardson, Cheryl Binetti	11/19/2024
<b><u>DNRP</u></b>	Department of Natural Resources and Parks	John Taylor, Mo McBroom, Marin Burnett, Rachel Sreebny	11/13/2024
<b><u>DPD</u></b>	Department of Public Defense	Melanie Oberman	11/4/2024
<b><u>DPH</u></b>	Department of Public Health	Hikari Tamura, Susan Eddy, Michael Gideon	11/6/2024
<b><u>Exec</u></b>	Executive Department	Whitney Abrams, Martine Kaiser, Keiley Ramseur	11/20/2024
<b><u>KCIT</u></b>	King County Information Technology	Megan Clarke, Andy Gravano	11/8/2024
<b><u>KCSO</u></b>	King County Sheriff's Office	Ian Huri (Interviewed but excluded from scenario exercise)	11/8/2024
<b><u>Metro</u></b>	Metro Transit Department	David Eldred, Tiffani Duncan	11/15/2024



## Dashboard 1 of 2

- Department Director: Kelly Rider
- Deputy Director: Amber Green
- Space Contact: Teesha Bailey, Savannah Mitchell & Jenna Wolfstone

### OVERVIEW



#### LOCATIONS IN SCOPE

- **Chinook:** Floors 4 & 5
- **Northgate:** Floor 3
- **Tukwila:** Floor 2



**RENTABLE SF**  
**84,291**



**HEADCOUNT**  
**605**

- 107 Onsite
- 498 Hybrid
- 0 Remote

*Note: This captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- **Staffing:** Department is expecting to grow by 25-50 employees in the next 2 years.
- **Hybrid Work Model:** Hybrid staff is required 3 in-person days per month at a minimum.
- **Change Management:** Focusing on intentional in-office presence across all locations.
- **Storage:** Insufficient storage space and required to follow HIPAA - compliance.

### SPACE METRICS



**353**

Individual work points



**262**

Collaborative Seats



**1 : 0.7**  
Ratio

(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	319	319
Hotel Seats	24	24
Offices	10	10

#### Total Individual Seats

-	<b>353</b>
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#### Collaborative Spaces

Small Conference Rooms (1-4 ppl)	6	24
Medium Conference Rooms (5-8 ppl)	14	98
Large Conference Rooms (+9 ppl)	12	120
Phone Booths	2	2
Other Collaborative Seats	18	18

#### Total Collaborative Seats

-	<b>262</b>
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### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



**Somewhat  
Negative**

#### RTO Challenges

1. Employee resistance
2. Insufficient office space or resources
3. Ensuring equitable experience for all employees

#### RTO Benefits

1. Stronger organizational culture and team bonding
2. Improved collaboration and teamwork
3. Improved mentoring and professional development opportunities

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll



Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# DCHS | Department of Community & Human Services

Work points per building and floor



353

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	4	131	2	3	136
	5	131	3	4	138
Northgate	3	14	6	2	22
Tukwila	2	17	0	1	18
	2 (Suite 200)	26	13	0	39
Totals	-	319	24	10	353

## Interview Summary

DCHS has 605 employees, 80% are hybrid. They mentioned they will need more square footage to accommodate 3 day in-office goal. On top of that, they are considering developing a flexible plan to enhance intentional in-office experience.

### Space Management and Utilization

- Current Space: Two floors in Chinook building
- Recently paused plans to vacate one floor due to return-to-office goal
- Additional locations: Satellite sites in Northgate and Tukwila
- Space Configuration:
  - Primarily cellular space (cubicles and offices) with limited collaboration/flexible spaces
  - Some HIPAA-compliant areas requiring special access not space design
  - Insufficient storage space

### Population & Work Model

- Total Headcount: 605 employees
- Breakdown:
  - 20% (120) field/in-person staff (including 60 crisis responders)
  - 80% hybrid eligible
- Growth: Expecting 25-50 additional employees in the next 2 years
- Current Requirements: 3 in-person contacts per month minimum

### Current State

- Very low current office utilization
- No standardized onboarding process
- Productivity concerns about returning to office
- Different needs across divisions making one-size-fits-all approach challenging
- Strong resistance to 3-day mandate

### Key Challenges

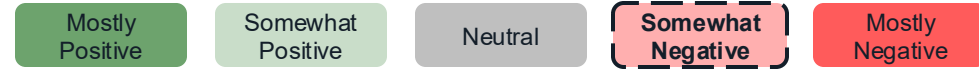
- Space Constraints:
  - Not enough space to accommodate 3-day return
  - Limited meeting/collaboration spaces
  - Inadequate private spaces for confidential work
- Technology/Infrastructure:
  - Poor Wi-Fi connectivity
  - Inadequate hybrid meeting technology
  - Inconsistent workstation setups
- Cultural Concerns:
  - New hire isolation/onboarding challenges
  - Inconsistent Department-wide standards
  - Equity concerns for required on-site staff
  - Safety/security downtown

### Future Considerations

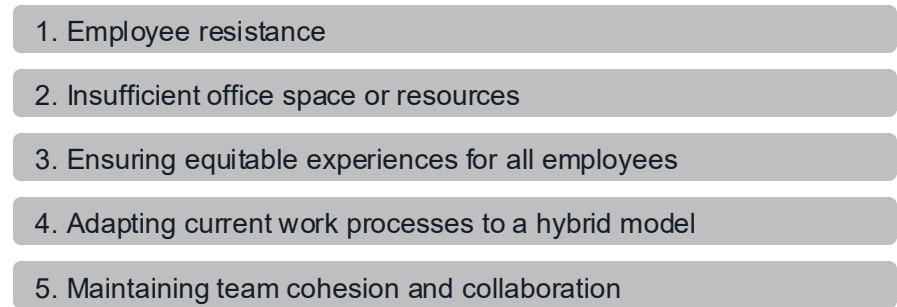
- Improvements in Culture
  - Making in-office time more enjoyable
  - Sharing the value of time together in the office part of the time
  - Developing a north star 'why' to help with change management
- Must balance competing needs:
  - Quiet focus work vs collaboration
  - Equity between field and office staff
  - Different division requirements

## Interview Poll Results

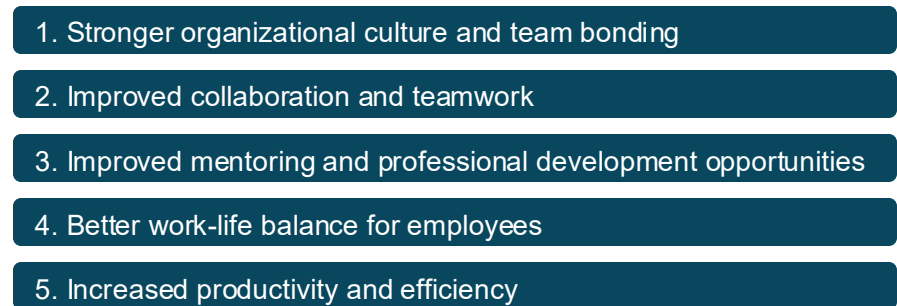
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Somewhat Negative"

- Initially would be negative but could improve
- Current remote work highly productive & concerns about lost commute time
- Many working beyond typical workday remotely

### B. Biggest Challenges

- Employee Resistance
  - Concerns about safety downtown
  - Staff made significant life changes based on remote work
  - Questions about "why" coming in to attend Teams calls
- Insufficient Space/Resources
  - Not enough meeting rooms & limited collaboration spaces
  - Poor acoustics/privacy issues
  - Technology/Wi-Fi limitations
- Ensuring Equitable Experience
  - Transit/parking challenges
  - Impact on staff with long commutes
- Adapting Work Processes
  - Some concerns about hybrid meetings
  - Need better protocols for shared spaces

### C. Benefits

- Stronger Culture
  - Value for new employee connections but question if it is worth disruption
  - Cross-division relationships
- Collaboration
  - Acknowledge some in-person benefits
  - Need better meeting spaces first
- Mentoring/Development
  - Important for new staff
  - Current remote model working

# DES

Department of Executive Services



# DES | Department of Executive Services

## Dashboard 1 of 6

- Department Director: Lorraine Patterson-Harris
- Deputy Director: Tom Koney
- Space Contact: Danielle Lucero

### OVERVIEW



#### LOCATIONS IN SCOPE

- Chinook:** Floors 1, 2, 6, 9
- KSC:** Floors 2, 3, 7, 8



**RENTABLE SF**  
**81,646**



**HEADCOUNT**  
**550**

- 65 Onsite
- 477 Hybrid
- 8 Remote

*Note: The headcount captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- Staffing:** DES has 9 divisions with different space challenges
- Work Patterns:** People mainly come in for specific team meetings, retreats / workshops, training and downtown appointments
- Way of Working:** Most divisions are operating primarily remotely
- Change Management:** Resistance to commuting for tasks done effectively at home

### SPACE METRICS



**425**  
Individual work points



**597**  
Collaborative Seats



**1 : 1.3**  
Ratio  
(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	249	249
Hotel Seats	142	142
Offices	34	34
<b>Total Individual Seats</b>	<b>-</b>	<b>425</b>
Small Conference Rooms (1-4 ppl)	26	104
Medium Conference Rooms (5-8 ppl)	17	119
Large Conference Rooms (+9 ppl)	24	240
Phone Booths	0	0
Other Collaborative Seats	134	134
<b>Total Collaborative Seats</b>	<b>-</b>	<b>597</b>

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



**Somewhat negative**

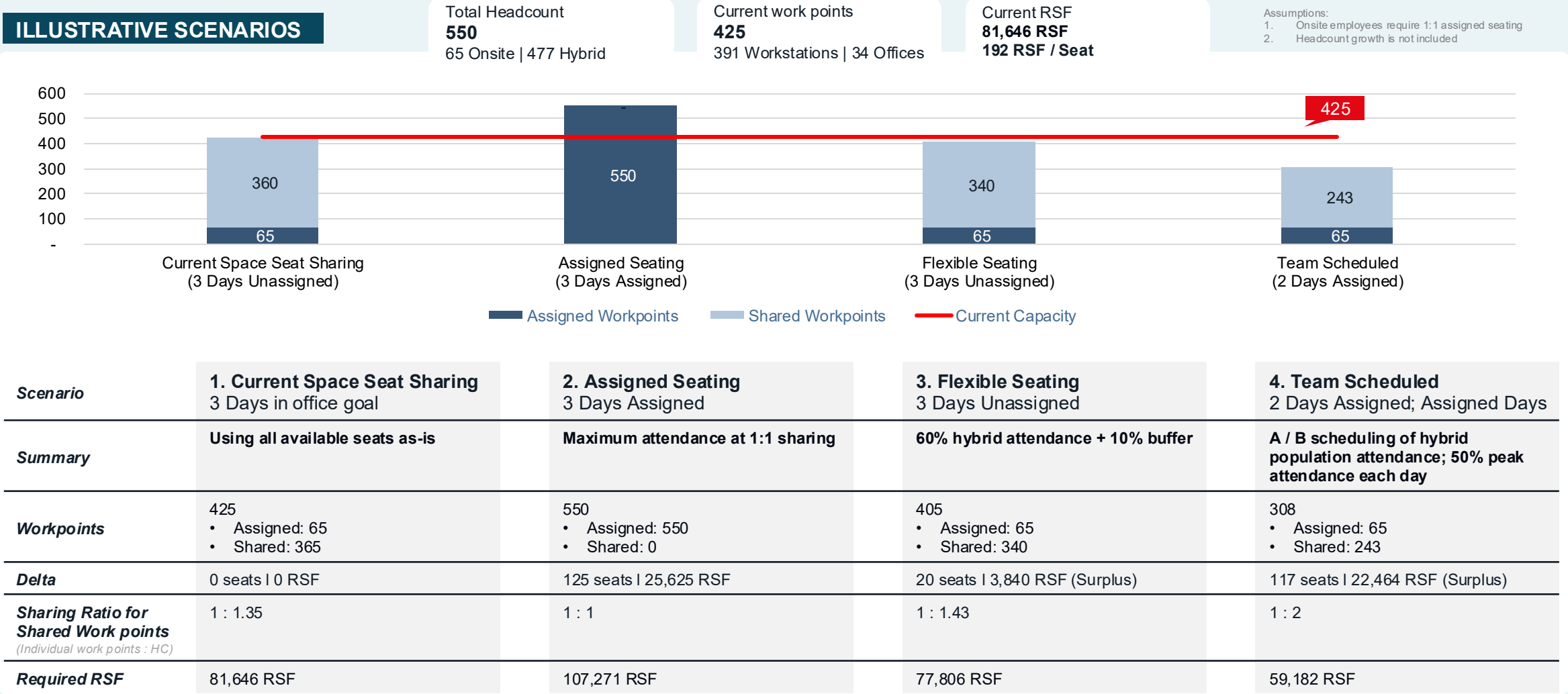
#### RTO Challenges

- Employee resistance
- Adapting current work processes to a hybrid model
- Ensuring equitable experiences for all employees

#### RTO Benefits

- Stronger organizational culture and team bonding
- Improved collaboration and teamwork
- Improved mentoring and professional development opportunities

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll



Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# DES (BRC)

## Dashboard 3 of 6



**LOCATION**  
- Chinook: Floor 6

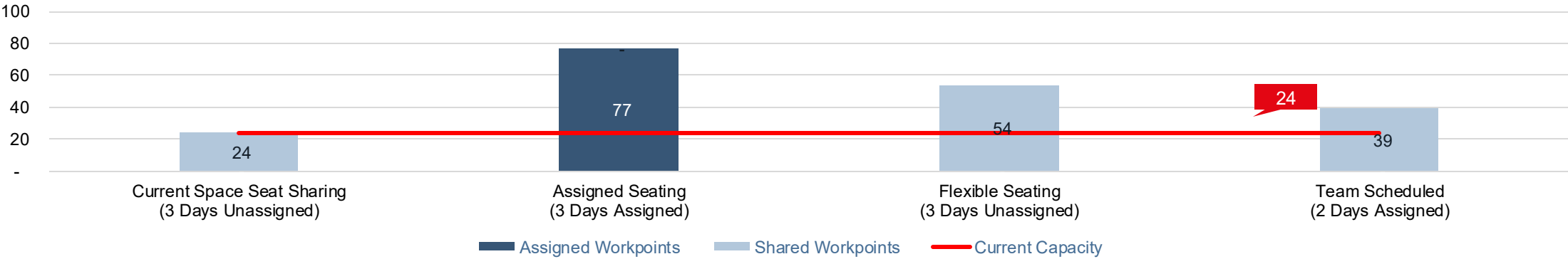
### ILLUSTRATIVE SCENARIOS

Total Headcount  
**77**  
0 Onsite | 72 Hybrid | 5 Remote

Current work points  
**24**  
24 Workstations | 0 Offices

Current RSF  
**4,213 RSF**  
**176 RSF / Seat**

Assumptions:  
1. Onsite employees require 1:1 assigned seating  
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	24 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 24</li></ul>	77 <ul style="list-style-type: none"><li>Assigned: 77</li><li>Shared: 0</li></ul>	54 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 54</li></ul>	39 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 39</li></ul>
Delta	0 seats   0 RSF	53 seats   10,865 RSF	30 seats   6,150 RSF	15 seats   3,075 RSF
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 3.4	1 : 1	1 : 1.43	1 : 2
Required RSF	4,213 RSF	15,078 RSF	10,363 RSF	7,288 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# DES (FBOD)

## Dashboard 5 of 6



**LOCATION**  
- KSC: Floors 2, 7

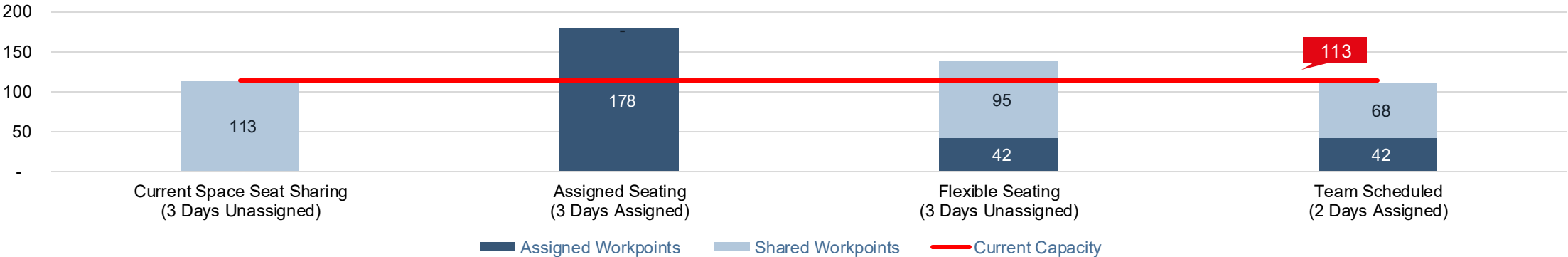
### ILLUSTRATIVE SCENARIOS

Total Headcount  
**178**  
42 Onsite | 136 Hybrid

Current work points  
**113**  
106 Workstations | 7 Offices

Current RSF  
**22,887 RSF**  
**203 RSF / Seat**

Assumptions:  
1. Onsite employees require 1:1 assigned seating  
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	113 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 113</li></ul>	178 <ul style="list-style-type: none"><li>Assigned: 178</li><li>Shared: 0</li></ul>	137 <ul style="list-style-type: none"><li>Assigned: 42</li><li>Shared: 95</li></ul>	110 <ul style="list-style-type: none"><li>Assigned: 42</li><li>Shared: 68</li></ul>
Delta	0 seats   0 RSF	65 seats   13,325 RSF	24 seats   4,920 RSF	3 seats   609 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.6	1 : 1	1 : 1.43	1 : 2
Required RSF	22,887 RSF	36,212 RSF	27,807 RSF	22,278 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.



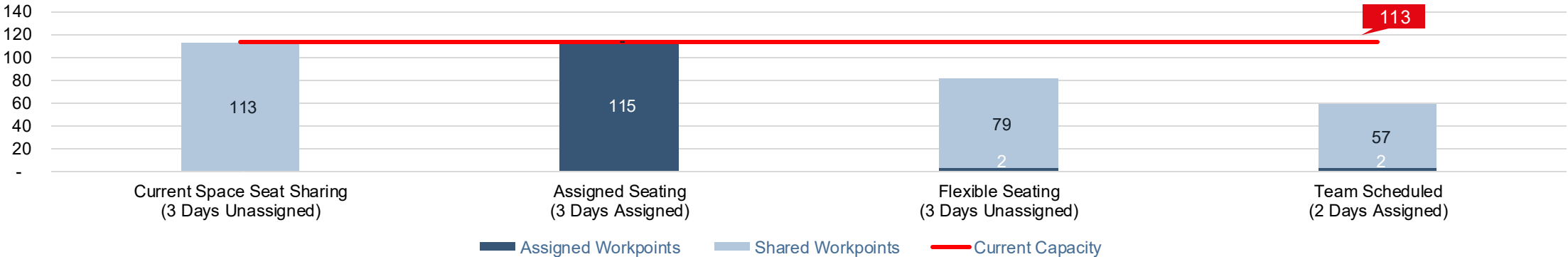
### ILLUSTRATIVE SCENARIOS

Total Headcount  
**115**  
2 Onsite | 113 Hybrid

Current work points  
**113**  
106 Workstations | 7 Offices

Current RSF  
**22,759 RSF**  
**201 RSF / Seat**

Assumptions:  
1. Onsite employees require 1:1 assigned seating  
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	113 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 113</li></ul>	115 <ul style="list-style-type: none"><li>Assigned: 115</li><li>Shared: 0</li></ul>	81 <ul style="list-style-type: none"><li>Assigned: 2</li><li>Shared: 79</li></ul>	59 <ul style="list-style-type: none"><li>Assigned: 2</li><li>Shared: 57</li></ul>
Delta	0 seats   0 RSF	2 seats   410 RSF	32 seats   6,432 RSF (Surplus)	54 seats   10,854 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.02	1 : 1	1 : 1.43	1 : 2
Required RSF	22,759 RSF	23,169 RSF	16,327 RSF	11,905 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# DES (ORMS)

## Dashboard 4 of 6



LOCATION  
- KSC: Floor 3

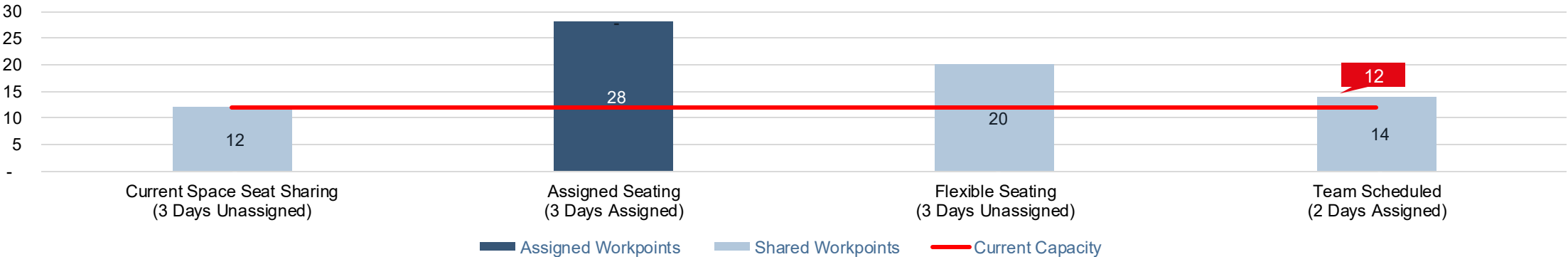
### ILLUSTRATIVE SCENARIOS

Total Headcount  
**28**  
0 Onsite | 28 Hybrid

Current work points  
**12**  
12 Workstations | 0 Offices

Current RSF  
**3,180 RSF**  
**265 RSF / Seat**

Assumptions:  
1. Onsite employees require 1:1 assigned seating  
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	12 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 12</li></ul>	28 <ul style="list-style-type: none"><li>Assigned: 28</li><li>Shared: 0</li></ul>	20 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 20</li></ul>	10 <ul style="list-style-type: none"><li>Assigned: 0</li><li>Shared: 10</li></ul>
Delta	0 seats   0 RSF	16 seats   3,280 RSF	8 seats   1,640 RSF	2 seats   410 RSF
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 2.33	1 : 1	1 : 1.4	1 : 2
Required RSF	3,180 RSF	6,460 RSF	4,820 RSF	3,590 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.



# DES | Department of Executive Services

Work points per building and floor



425

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	1	17	0	7	24
	2	27	0	4	31
	6	53	10	2	65
	9	48	58	7	113
KSC	2	28	22	4	54
	3	12	0	0	12
	7	49	52	7	108
	8	15	0	3	18
Totals	-	249	142	34	425

## Interview Summary

DES has 9 divisions that face varying space challenges for the 3-day in-office goal. Following leadership concerns, BRC, FBOD, ORMS, and FMD divisions located in Chinook and King Street Center were deeply examined due to space constraint concerns for hybrid employees.

### Space Management and Utilization

- Size: 550 employees across 9 divisions
- Seasonal Employees: FBOD has 15-20 seasonal employees. 10 summer interns and workers to support tax season (April – October)
- Main Administrative Space:
  - Director's Office: Recently renovated pre-pandemic, open plan with low cubicles
  - Mix of spaces across different locations including King Street Center and Chinook
- Space Concerns: BRC, FBOD, ORMS, and FMD identified as having space challenges

### Division Locations & Status

- Airport: Have their own dedicated space, mostly on-site – No issue with 3 day in-office goal
- Office of Emergency Management: ~30 people, own facility in Renton
- Records & Licensing: King Street Center + offsite archives
- Fleet: Administrative space in King Street Center + operational facilities in Renton/Georgetown
- ORMS: King Street Center 3<sup>rd</sup> floor

### Current Work Patterns

- Very low current office utilization
- People mainly come in only for specific collaboration meetings, retreats/workshops, training sessions and downtown appointments

### Challenges & Concerns

- Safety/Security:
  - Employee safety concerns downtown
- Technology:

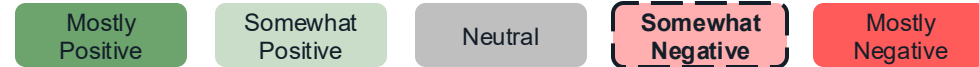
- Poor Wi-Fi connectivity
- Inadequate hybrid meeting setup and need for better AV equipment
- Change Management:
  - High productivity in current hybrid model
  - Resistance to commuting for tasks done effectively at home
  - Leadership transition creating uncertainty

### Future Considerations

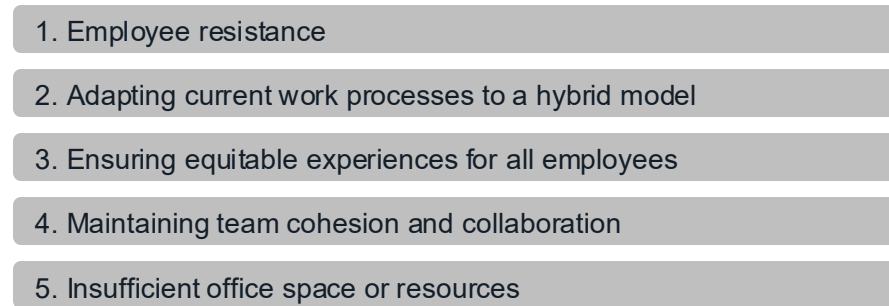
- Headcount expected to remain stable or decrease
- Potential budget constraints limiting space improvements
- Need for cost-effective solutions given varying Departmental budgets
- Anticipate initial negative impact on productivity with potential improvement over time

## Interview Poll Results

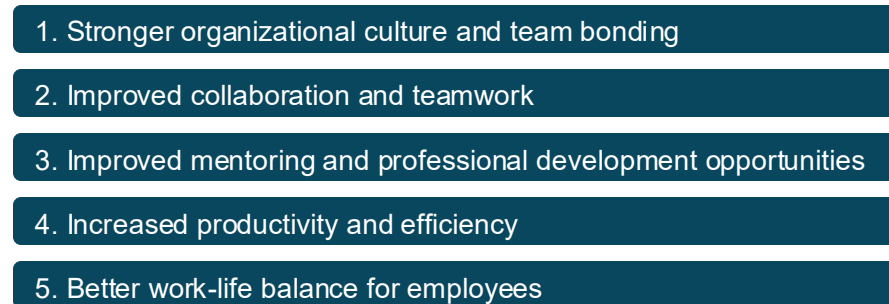
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Somewhat Negative"

- Initially negative impact before settling in
- Different impacts across divisions, some divisions already have 3-day presence
- Note that current remote productivity is high

### B. Biggest Challenges

- Employee Resistance
  - Ranked lowest but note timing concerns
  - Less resistance than other Departments
- Adapting Work Processes
  - Particular concern about hybrid meetings
  - Need better protocols for shared spaces
  - Technology standardization needed
- Ensuring Equitable Experience
  - Transit access concerns
  - Downtown safety issues
  - Some staff already fully on-site

### C. Benefits

- Stronger Culture
  - Value for new employee integration
  - Cross-team relationships
  - Building connections
- Improved Collaboration
  - Acknowledge in-person value
  - But need better meeting spaces
  - Question hybrid meeting effectiveness
- Professional Development
  - Important for newer staff
  - Better mentoring opportunities

# DHR

Department of Human Resources

## Dashboard 1 of 2

- Department Director: Jay Osborne
- Deputy Director: Adrienne Leslie
- Space Contact: Leslie Mullins

### OVERVIEW

#### LOCATIONS IN SCOPE



- **Chinook:** Floor 2
- **KSC:** Floor 8

RENTABLE SF  
**31,969**



HEADCOUNT  
**189**



- 0 Onsite
- 189 Hybrid
- 0 Remote

*Note: This captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- **Work Patterns:**
  - Training teams (travel to facilities)
  - Payroll (On average on-site 2 days a week)
  - Benefits/Retirement (on-site 1 day a week)
  - Workers Comp (on-site 2 days a week)
  - HR Service Delivery (embedded in Departments)
  - Civil Service hiring (in-person interviews)



**149**  
Individual work points



**148**  
Collaborative Seats



**1 : 1**  
Ratio  
(Individual seats :  
Collaborative seats)

- **Way of Working:** Leadership team meets in-person on Wed; Many staff already coming in 1-3 days; Significant field work/travel across sites

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	124	124
Hotel Seats	15	15
Offices	10	10

**Total Individual Seats** - **149**

Small Conference Rooms (1-4 ppl)	10	40
Medium Conference Rooms (5-8 ppl)	1	7
Large Conference Rooms (+9 ppl)	4	40
Phone Booths	0	0

**Other Collaborative Seats** 61 61

**Total Collaborative Seats** - **148**

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



Neutral

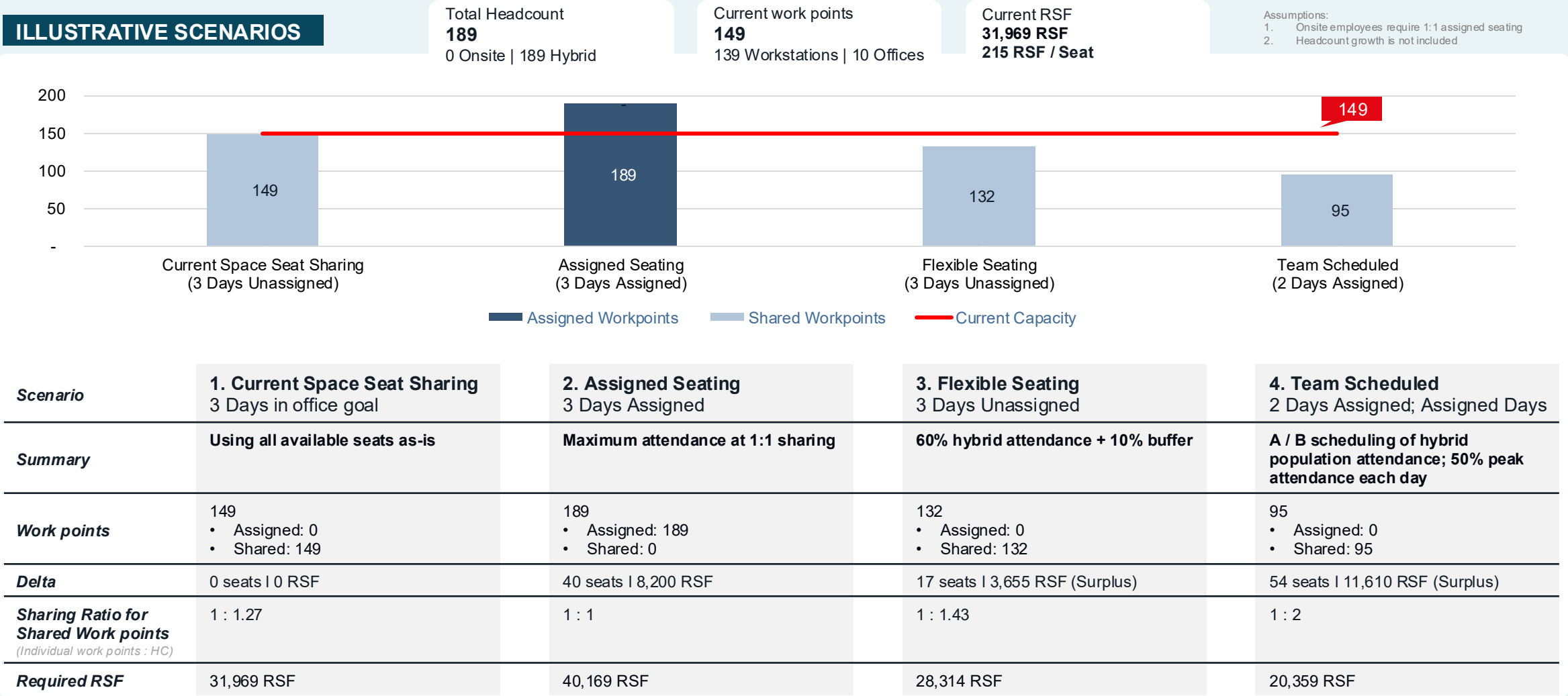
#### RTO Challenges

1. Insufficient office space or resources
2. Adapting current work processes to a hybrid model
3. Ensuring equitable experiences for all employees

#### RTO Benefits

1. Stronger organizational culture and team bonding
2. Improved mentoring and professional development opportunities
3. Improved collaboration and teamwork

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll



Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.



## Interview Summary

DHR has 189 employees and occupies space in KSC 8 and Chinook 2. During the interview, it was mentioned that more square foot age will be needed to accommodate 3 day in-office goal. They are looking to focus on a flexible solution to support team across the entire King County campus.

### Space Management and Utilization

- Current Space:
  - King Street Center 8th floor
  - Chinook Building 2nd floor (Payroll/Benefits)
- Space Challenges:
  - Not enough space for 3-day return
  - King Street: 40 workstations + 36 hotel stations
  - Chinook space oversubscribed for Payroll/Benefits/Workers Comp

### Work Patterns & Functions

- Varied work types:
  - Training teams (travel to facilities)
  - Payroll (On average on-site 2 days a week)
  - Benefits/Retirement (on-site 1 day a week)
  - Workers Comp (on-site 2 days a week)
  - HR Service Delivery (embedded in Departments)
  - Civil Service hiring (in-person interviews)
- Current State:
  - Leadership team meets in-person on Wednesdays
  - Many staff already coming in 1-3 days
  - Significant field work/travel across sites

### Key Challenges

- Confidentiality:
  - Poor acoustics in King Street
  - Lack of truly private meeting spaces

- Sensitive conversations overheard
- Technology:
  - Inconsistent workstation setups
  - Concerns about transporting equipment downtown
- Space:
  - Insufficient number of conference rooms
  - Tension across groups since everyone is needing space to work in person
  - Need for central scheduling ability for all KC conference rooms

### Special Considerations

- Nature of HR work requires confidentiality
- Many sensitive conversations/meetings
- Need to maintain anonymity for certain visitors
- Security concerns for downtown location
- Multiple stakeholder meetings requiring privacy

### Future Considerations

- Need to clearly define what is meant by 'in-office'
- It should include all KC buildings not just downtown hub
- Need better technology standardization
- Interest in leveraging county-wide facilities
- Desire for more soundproof spaces
- Budget constraints for improvements
- Policy changes needed for technology

# DHR | Department of Human Resources

Work points per building and floor



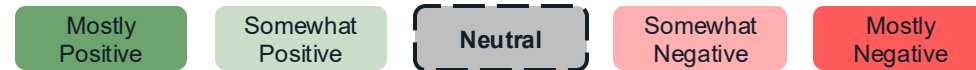
149

Individual work points

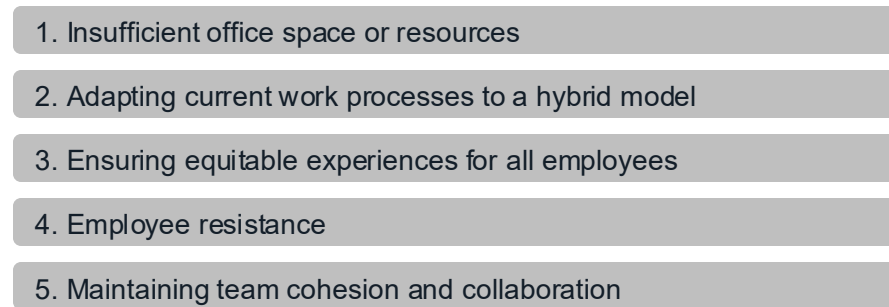
Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	2	22	15	3	40
KSC	8	102	0	7	109
Totals	-	124	15	10	149

## Interview Poll Results

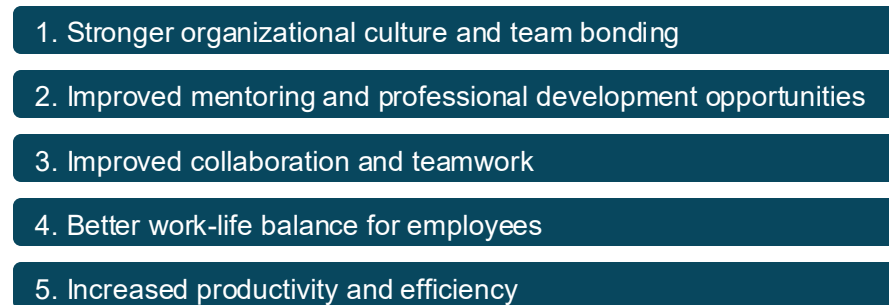
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Neutral"

- Initially negative, could become neutral over time
- High anxiety around confidentiality in shared spaces
- Need better space solutions for sensitive conversations

### B. Biggest Challenges

- Insufficient Space/Resources
  - Significant soundproofing issues - Especially problematic in KSC
  - Not enough private meeting spaces
  - Technology limitations (single monitors, poor Wi-Fi)
- Adapting Work Processes
  - Need better protocols for sensitive meetings
  - Challenge of hybrid meetings with confidential content
  - Current spaces don't support HR workflows well
- Ensuring Equitable Experience
  - Safety concerns downtown
  - Some staff moved far away
  - Transit/commute challenges

### C. Benefits

- Stronger Culture/Team Bonding
- Value for relationship building
- Important for new staff connections
- Improved Collaboration
- Mentoring/Development

DLS

Department of Local Services

## Dashboard 1 of 2

- Department Director: Leon Richardson
- Leader Interviewed: Cheryl Binetti
- Space Contact: Cheryl Binetti

### OVERVIEW

#### LOCATIONS IN SCOPE

- KSC: Floors 3, 8

RENTABLE SF  
**30,348**

HEADCOUNT  
**191**

- 0 Onsite
- 191 Hybrid
- 0 Remote

*Note: This captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- **Way of Working:**
  - More than half of staff comes in daily
  - Leadership already at 3-4 days/week
  - Director's office leaders transitioning to 3 days/week
  - Permitting Division almost entirely remote
- **Exceptions:** Maintain remote work model for hard-to-fill Permitting positions.
- **Change Management:** Focus on intentional use of space and employee preference rather than resistance

### SPACE METRICS



**153**

Individual work points



**10**

Collaborative Seats



**1 : 0.1**  
Ratio

(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	138	138
Hotel Seats	0	0
Offices	15	15
<b>Total Individual Seats</b>	<b>-</b>	<b>153</b>
Small Conference Rooms (1-4 ppl)	0	0
Medium Conference Rooms (5-8 ppl)	0	0
Large Conference Rooms (+9 ppl)	1	10
Phone Booths	0	0
Other Collaborative Seats	0	0
<b>Total Collaborative Seats</b>	<b>-</b>	<b>10</b>

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



Somewhat  
positive

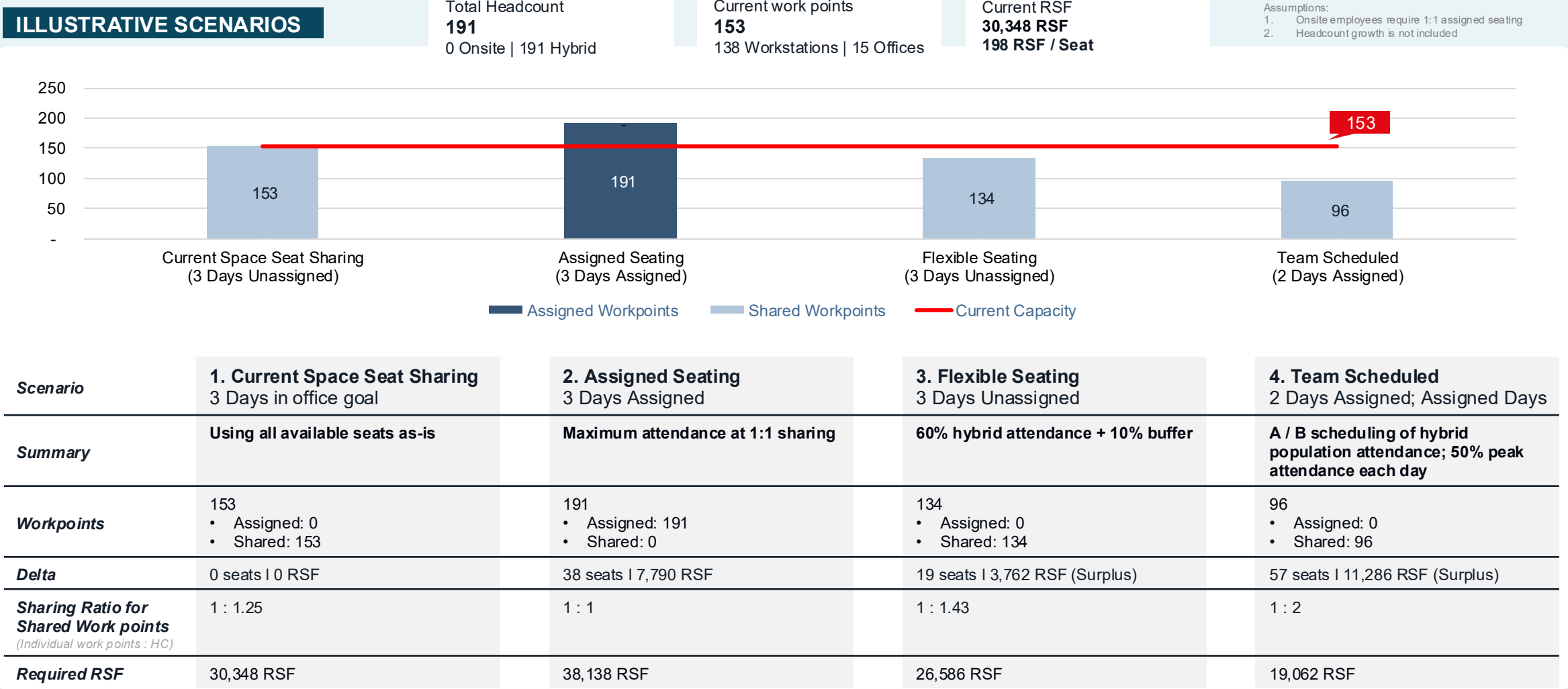
#### RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Maintaining team cohesion and collaboration

#### RTO Benefits

1. Improved collaboration and teamwork
2. Stronger organizational culture and team bonding
3. Improved mentoring and professional development opportunities

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll



Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.



# DLS | Department of Local Services

Work points per building and floor



153

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
KSC	3	127	0	10	137
	8	11	0	5	16
Totals		138	0	15	153

## Interview Summary

DLS has 191 employees and over half work in-office daily. During the interview, it was mentioned that they feel comfortable with accommodating the 3 day in-person goal by utilizing seat sharing within DLS and with other Departments. They are considering maintaining remote work for hard-to-fill permitting positions.

### Space Management and Utilization

- Current Headcount: 191 employees
- Space Distribution:
  - Director's Office: Limited space, half of staff comes in daily today
  - Roads Division: Partial 3rd floor KSC, small deficit (10-20 spaces)
  - Permitting Division: Currently 90+ people, growing to 100+, virtually no dedicated space

### Current Work Patterns

- More than half of staff comes in daily
- Leadership already at 3-4 days/week
- Director's office leaders transitioning to 3 days/week
- Permitting Division mostly remote

### Space Challenges & Solutions

- Current Approach:
  - Exploring adding cubicles where possible
  - Looking at shared conference room arrangements
  - Examining cross-department space sharing
  - Strategic placement of teams based on noise/work style
- Planning Considerations:
  - Working within existing footprint where possible
  - Will need remote work exceptions to maintain hard-to-fill positions
  - Looking at innovative ways of sharing space across divisions

### Key Considerations

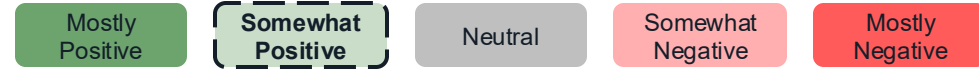
- Space Sharing:
  - Exploring Roads/Permitting space sharing options and having roles stay remote
  - Current informal hoteling arrangements and looking for more structured approach
- Meeting Spaces:
  - Issues with conference room availability
  - Working to establish clear booking protocols
  - Looking at shared arrangements with other Departments
- Workforce Considerations:
  - Competitive advantage of remote work for certain positions
  - Focus on employee preference rather than resistance
  - Equity considerations between field and office staff

### Leadership Perspective

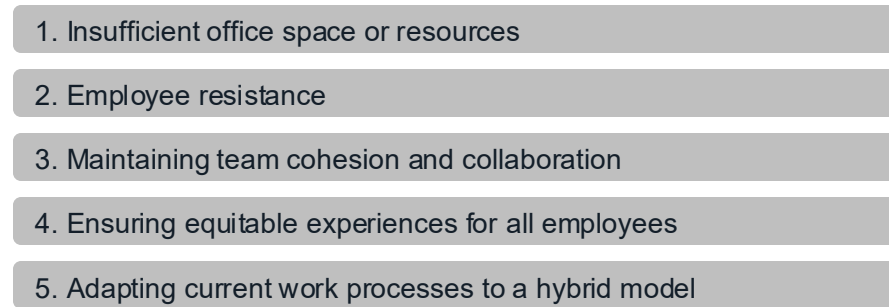
- Acknowledges need for in-person collaboration
- Emphasizes equity considerations across different roles
- Focuses on intentional use of office space
- Recognition that some positions may need to remain remote

## Interview Poll Results

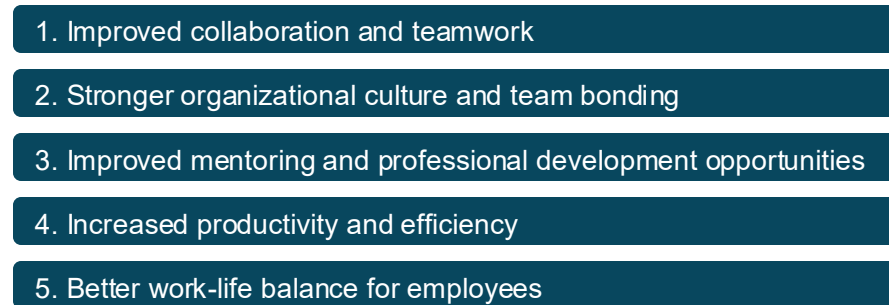
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Somewhat Positive"

- More positive than other Departments
- Based on >50% already being on-site & Leadership modeling 4–5-day presence
- Already seeing collaboration benefits

### B. Biggest Challenges

- Insufficient Resources
  - Note: More about resources than space
  - Need technology/infrastructure improvements
  - Could solve space issues with proper funding
- Employee "Preference" vs Resistance
  - Important reframe: Not resistance but preference
  - Competitive advantage for certain roles
  - Market reality for hard-to-fill positions
  - Need flexibility for recruiting/retention

### C. Benefits

- Improved Collaboration
  - Already seeing benefits
  - Informal conversations valuable
  - "Hallway" discussions important
  - Passive learning opportunities
- Culture/Team Bonding
  - Particularly for new employees
  - Cross-team relationships
  - Better engagement
- Mentoring/Development
  - Important for newer staff
  - Natural knowledge transfer

# DNRP

Department of Natural Resources and Parks

## Dashboard 1 of 2

- Department Director: John Taylor
- Deputy Director: Mo McBroom
- Space Contact: Marin Burnett & Rachel Sreebny

### OVERVIEW

#### LOCATIONS IN SCOPE

- KSC: Floor 1, 6

RENTABLE SF  
**46,117**

#### HEADCOUNT

- 1,131**
- 0 Onsite
  - 1,131 Hybrid
  - 0 Remote

*Note: This captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- **Space Configuration:**
  - Half of floor currently built as ABW workspace & other under construction
  - No assigned offices except for one administrator
- **Growth**
  - WTD will grow 40% over the next 5 years
  - Parks will grow 15-20% if levy passes
- **Special Considerations:**
  - Many engineers/PMs require special equipment and multiple monitors to work on-site
  - Already intentionally remote-first via "Green Where We Work" initiative

### SPACE METRICS



**147**

Individual work points



**430**

Collaborative Seats



**1 : 3**

Ratio

(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	87	87
Hotel Seats	60	60
Offices	0	0
<b>Total Individual Seats</b>	<b>-</b>	<b>147</b>
Small Conference Rooms (1-4 ppl)	10	40
Medium Conference Rooms (5-8 ppl)	1	7
Large Conference Rooms (+9 ppl)	8	80
Phone Booths	12	12
Other Collaborative Seats	291	291
<b>Total Collaborative Seats</b>	<b>-</b>	<b>430</b>

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



Neutral

#### RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Ensuring equitable experiences for all employees

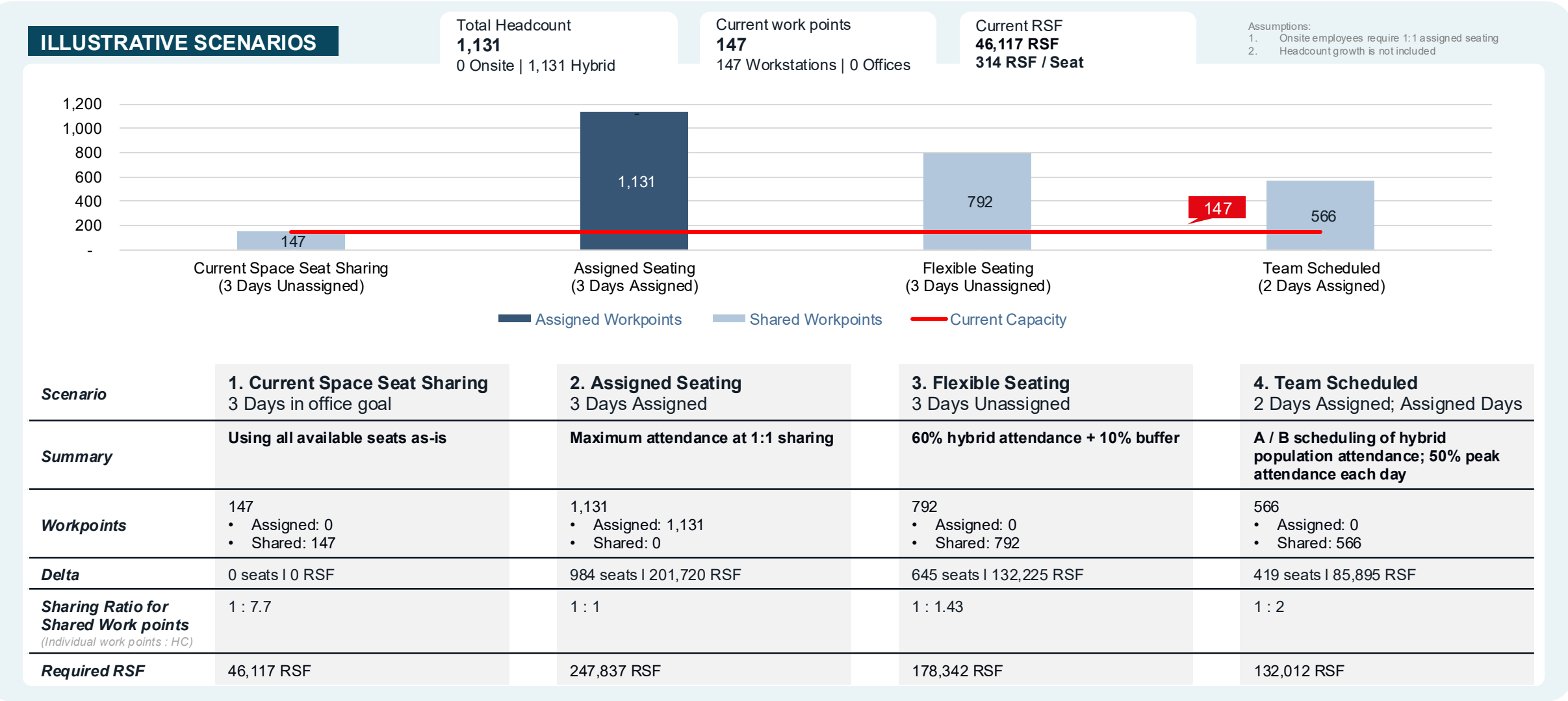
#### RTO Benefits

1. Improved collaboration and teamwork
2. Improved mentoring and professional development opportunities
3. Stronger organizational culture and team bonding

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

# DNRP | Department of Natural Resources and Parks

## Dashboard 2 of 2



Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# DNRP | Department of Natural Resources and Parks

Work points per building and floor



147

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
KSC	1	-	-	-	-
	6	87	60	0	147
Totals		87	60	0	147

Note: In KSC 1<sup>st</sup> Floor DNRP has storage rooms and a library, but not individual work points.



## Interview Summary

**DNRP has a high percentage of remote employees and mentioned that it lacks sufficient space at King Street to accommodate the 3 day in-office goal. They implemented GWWW initiative in 2019 and considers that a flexible solution is needed to accommodate unique roles while aligning with Department's culture.**

### Space Management and Utilization

- Current Space: Occupy King Street Center 6<sup>th</sup> floor, reduced from four floors pre-pandemic
- Space Configuration:
  - Half floor currently built as ABW workspace
  - Other half under construction for similar use plus specialized equipment
  - No assigned offices except for one administrator
  - Focus on collaboration spaces vs. individual workstations
- Space Reduction: Reduced footprint by ~75% under Green Where We Work initiative
- Previous Capacity: ~200-300 people per floor (800+ total) vs. current max ~150 on half floor

### Workplace Structure and Staffing

- Total Remote Workers: 1,131
- Division Breakdown:
  - Solid Waste: 66% primarily on-site
  - Water & Land: 80% telework, 15% in labs
  - Wastewater Treatment: 50/50 split between in-person and hybrid
  - Parks: One-third remote, two-thirds on-site
- Future Growth:
  - WTD will grow 40% over the next 5 years
  - Parks will grow 15-20% if levy passes
- Special Considerations: Many engineers/project managers require special equipment and multiple monitors to work on-site

### Green Where We Work Initiative

- Started pre-pandemic (2019)
- Goals:

- Reduce carbon emissions from transportation
- Save money on office space
- Connect employees with communities they serve
- Break down barriers between office/field staff
- Implementation:
  - Uses distributed work locations across county facilities
- Technology:
  - Invested heavily in home office setups during pandemic

### Key Challenges and Concerns

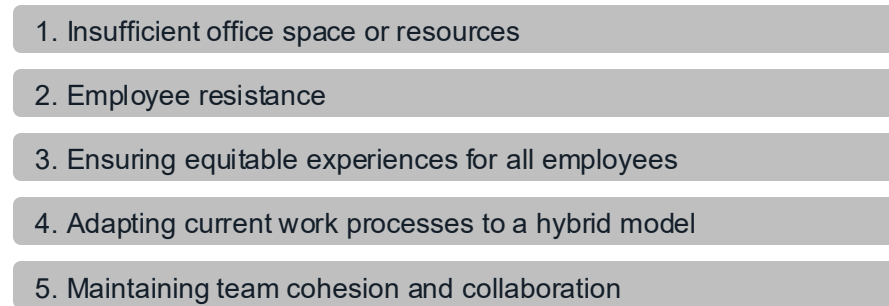
- Space Constraints:
  - Current space designed for collaboration, not daily individual focus work
  - Would need significant additional space to accommodate large number of remote employees onsite
- Cultural/Operational Issues:
  - Hired people explicitly for remote work over the past 4 years
  - Successful remote work model already established
  - Strong environmental mission conflicts with RTO
  - Equity concerns about transit/parking
- Technical Requirements:
  - Duplicate high-powered workstations & large monitors needed
  - Significant IT infrastructure investments

## Interview Poll Results

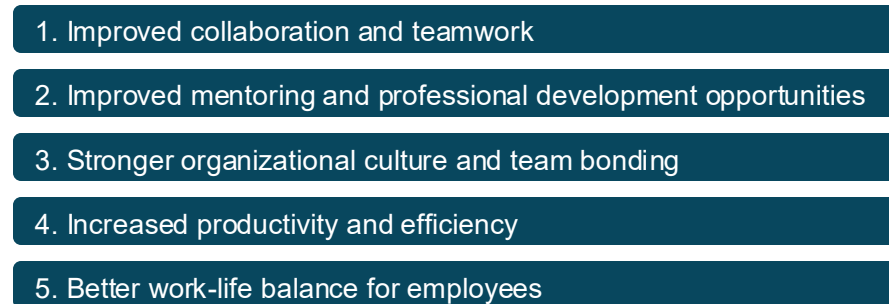
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Neutral"

- Impacts vary widely by group
- Some division productivity might increase, others decrease
- Already intentionally remote-first via "Green Where We Work" initiative

### B. Biggest Challenges

- Insufficient Space/Resources
  - Dramatic space reduction (4 floors to half floor)
  - Current space designed for collaboration, not daily work
  - Would need ~1,131 workstations to accommodate 3-day return
- Employee Resistance
  - Major recruiting advantage is being remote
  - Four-year commitment to remote work is in hiring letters
  - Would undermine their environmental sustainability mission
  - Strong pushback against reversal of intentional strategy
- Ensuring Equitable Experience
  - People moved further out based on policy
  - Transit/commute equity issues
  - Challenging for those with young families
  - Housing cost implications

### C. Benefits

- Stronger Organizational Culture
  - Acknowledge some value in connections & culture already strong in current model
- Improved Collaboration
  - Value for strategic meetings
  - Question regular presence vs intentional gathering
- Mentoring/Development
  - Some value for newer staff
  - But current model working well

DPD

Department of Public Defense

## Dashboard 1 of 2

- Department Director: Matt Sanders
- Leader Interviewed: Melanie Oberlander
- Space Contact: Terry Howard

### OVERVIEW

#### LOCATIONS IN SCOPE



- Dexter Horton:** Floors 1, 2, 2M, 7, 9, 10
- KVPC:** Floors 1, 2
- Meeker:** Floors 1, 2
- Jefferson:** Floors 2, 3
- Ninth & Jefferson:** Floor 2

RENTABLE SF  
**180,036**



HEADCOUNT  
**456**



- 255 Onsite
- 201 Hybrid
- 0 Remote

*Note: Headcount captures a subset of admin hybrid employees within King County.*

### CURRENT SITUATION

- Staffing:** Department has grown to 456 staff members, with a growth of 50 new attorneys.
- Hybrid Work Model:** Client facing staff in office a minimum of 3 days a week. Leaders in office a minimum of 3 day or more. Non facing client staff are 3 days or less.
- Storage:** Transitioned to a paperless system, reducing the need for physical files and copiers.

### SPACE METRICS



**503**

Individual work points



**297**

Collaborative Seats



**1 : 0.6**  
Ratio

(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	185	185
Hotel Seats	6	6
Offices	312	312

#### Total Individual Seats

- 503

#### Collaborative Spaces

Small Conference Rooms (1-4 ppl)	8	32
Medium Conference Rooms (5-8 ppl)	11	77
Large Conference Rooms (+9 ppl)	15	150
Phone Booths	0	0
Other Collaborative Seats	38	38

#### Total Collaborative Seats

- 297

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



Neutral

#### RTO Challenges

- Insufficient office space or resources for future growth
- Employee resistance
- Adapting current work processes to a hybrid model

#### RTO Benefits

- Improved mentoring and professional development opportunities
- Stronger organizational culture and team bonding
- Improved collaboration and teamwork

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll



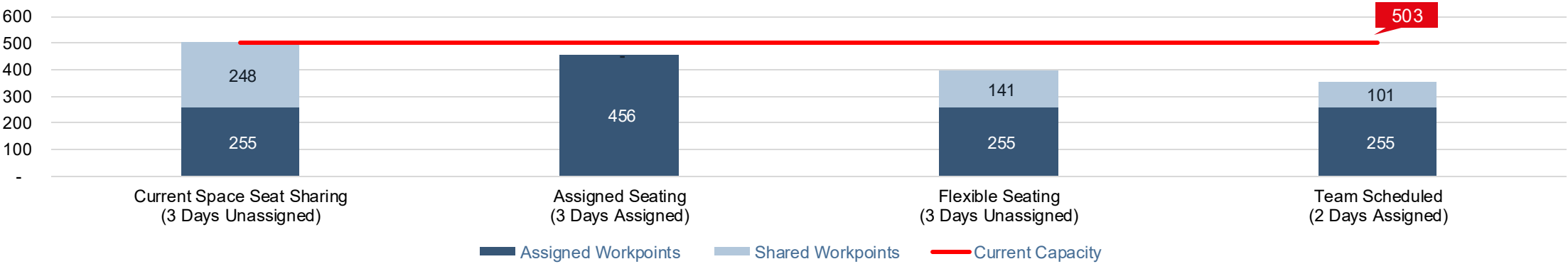
ILLUSTRATIVE SCENARIOS

Total Headcount  
**456**  
255 Onsite | 201 Hybrid

Current work points  
**503**  
191 Workstations | 312 Offices

Current RSF  
**180,036 RSF**  
**358 RSF / Seat**

- Assumptions:
- 1. Onsite employees require 1:1 assigned seating
  - 2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. All Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	503 <ul style="list-style-type: none"><li>Assigned: 255</li><li>Shared: 248</li></ul>	456 <ul style="list-style-type: none"><li>Assigned : 456</li><li>Shared: 0</li></ul>	396 <ul style="list-style-type: none"><li>Assigned: 255</li><li>Shared: 141</li></ul>	356 <ul style="list-style-type: none"><li>Assigned: 255</li><li>Shared: 101</li></ul>
Delta	0 seats   0 RSF	47 seats   16,826 RSF (Surplus)	107 seats   38,306 RSF (Surplus)	147 seats   52,626 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 0.81	1 : 1	1 : 1.43	1 : 2
Required RSF	180,036 RSF	163,210 RSF	141,730 RSF	127,410 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# DPD | Department of Public Defense

Work points per building and floor



**503**

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Dexter Horton	Basement	-	-	-	-
	2	26	5	15	46
	2M	24	0	36	60
	7	43	0	31	74
	9	0	0	13	13
	10	47	0	55	102
Jefferson	2	21	0	37	58
	3	12	0	27	39
KVPC	1	2	0	5	7
	2	3	0	7	10
Meeker	1	7	1	33	41
	2	0	0	51	51
Ninth & Jefferson	2	0	0	2	2
Totals	-	185	6	312	503

## Interview Summary

DPD’s client facing employees are currently in-office 3 days a week and are meeting the goal. They are considering that they will need additional square footage as they grow due to divisional constraints and will need to occupy different building suites to adhere to ethical wall policy.

### Space Management and Utilization

- Capacity Issues: Dexter Horton is at capacity, leading attorneys to share offices and work in conference rooms.
- Physical Separation: Each division operates independently with strict separation of spaces enable to adhere to the ethical wall policy.
- Remodeling Plans: Jefferson Space is being remodeled to reduce from four floors to two, with planned private offices and shared spaces for the director's office.

### Workplace Structure and Staffing

- Current Staffing: Department has grown to 456 staff members, with an addition of 50 new attorneys and they qualify for offices.
- Hybrid Work Model: Client facing staff in office a minimum of 3 days a week. Leaders in office a minimum of 3 day or more. Non facing client staff are 3 days or less.
- Support Staff Presence: Seat sharing support staff come in less frequently unless needed for physical tasks.

### Storage and Technology

- Paperless Transition: The Department has transitioned to a paperless system, reducing the need for physical files and copiers.
- AV and Meeting Spaces: Each division has their own conference room with AV equipment, but technology is outdated and needs improvement to better support hybrid meetings. Building-specific conference space varies: Dexter Horton has large basement training room plus shared

DO conference rooms, Jefferson (under renovation) will have division-specific and shared spaces, Kent lacks adequate shared meeting space and seeking solution at KVPC

- Integrated Technology: Technology in meeting rooms to support virtual meetings but hybrid meetings are still a challenge and not in ideal state.

### Challenges and Concerns

- Retention and Recruitment: There is a concern about losing staff if 3 days in-office goal is implemented, particularly given the challenging hiring landscape for specialized positions and handling excessive caseloads.
- Space for Growth: Anticipated growth due to changes in public defense caseload standards will further strain already limited space resources.
- Impact of Location: Issues related to transportation and safety in the downtown core affect employee willingness to return to the office.

### Future Considerations

- Expansion Plans: The Department is preparing for potential growth in staffing, dependent on legislative decisions regarding public defense caseload standards.
- Need for Additional Space: Looking to develop shared spaces at Kent Valley Professional Center to accommodate larger gatherings and improve collaboration.

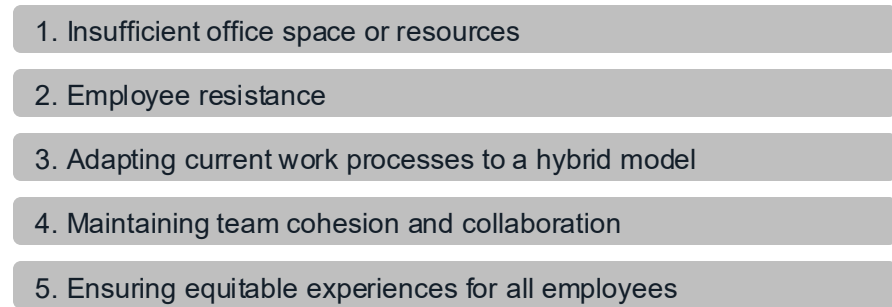


## Interview Poll Results

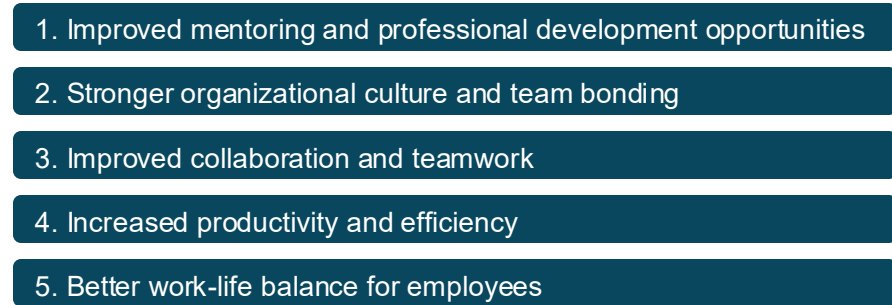
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Neutral"

- Most staff already at 3+ days (75% of workforce)
- Focus on maintaining current service levels
- No anticipated productivity gains
- Concerns about retention impact

### B. Biggest Challenges

- Insufficient Space/Resources
  - Currently have attorneys in conference rooms
  - No space for growth (35 new attorneys added)
  - Multiple locations due to ethical walls
  - Cannot consolidate due to court location needs
- Employee Resistance
  - Particular concern for support staff (25% of workforce)
  - Attraction/retention issue for specialized roles
  - Safety concerns in downtown core and transit/commute challenges

### C. Benefits

- Mentoring/Development
  - Important for new attorneys
  - Knowledge transfer needs
- Culture/Team Bonding
  - Within division relationships
  - Limited by ethical wall requirements
  - Already happening with current model
- Collaboration
  - Teams already meeting needs
  - Division-specific requirements
  - Court-driven schedules

DPH

Department of Public Health

## Dashboard 1 of 2

- Department Director: Dr. Faisal Khan
- Deputy Director: Hikari Tamura
- Space Contact: Susan Eddy

### OVERVIEW

#### LOCATIONS IN SCOPE



- **Chinook:** Floors 1,10, 11, 12

**RENTABLE SF**  
**69,496**



**HEADCOUNT**  
**955**

- 282 Onsite
- 673 Hybrid
- 0 Remote



*Note: This captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- **Current Space:** Organized into "neighborhoods" with combination of workstations and team areas. Offices for leaders; some are shared.
- **Special Considerations:** Secure areas for HR, HMMAC Emergency ops, and to meet HIPAA compliance.
- **Change Management:** Concerns about retention, looking to focus on engagement, meaningful connection and developing a strong "why" to encourage adoption

### SPACE METRICS



**420**  
Individual work points



**174**  
Collaborative Seats



**1 : 0.4**  
Ratio  
(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	395	395
Hotel Seats	0	0
Offices	25	25
<b>Total Individual Seats</b>	<b>-</b>	<b>420</b>
Small Conference Rooms (1-4 ppl)	5	20
Medium Conference Rooms (5-8 ppl)	7	49
Large Conference Rooms (+9 ppl)	5	50
Phone Booths	3	3
Other Collaborative Seats	52	52
<b>Total Collaborative Seats</b>	<b>-</b>	<b>174</b>

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



**Somewhat negative**

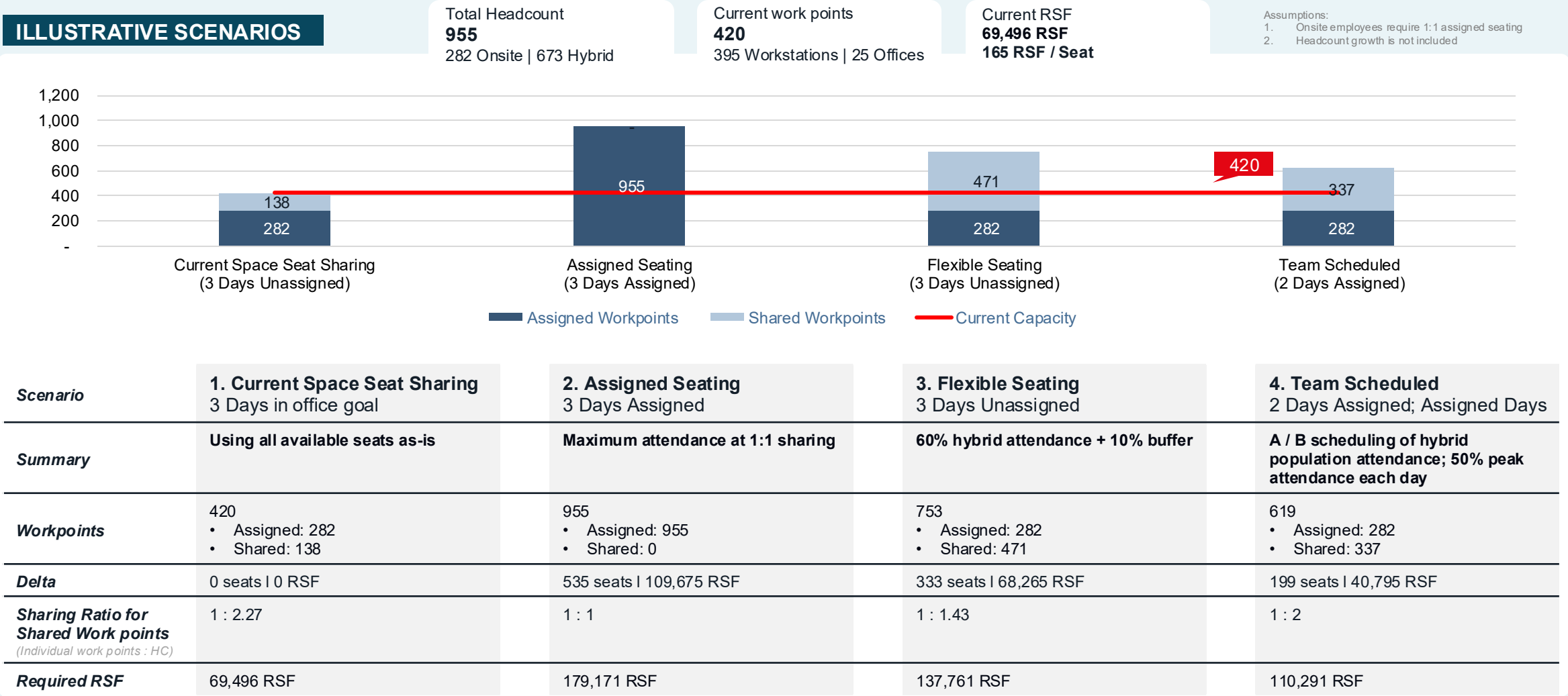
#### RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Adapting current work processes to a hybrid model

#### RTO Benefits

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll



Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# DPH | Department of Public Health

Work points per building and floor



420

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	1	-	-	-	-
	10	136	0	9	145
	11	134	0	7	141
	12	125	0	9	134
Totals	-	395	0	25	420

Note: In Chinook 1<sup>st</sup> Floor DPH has seats in conference rooms, but not individual work points.

## Interview Summary

**DPH has 70% hybrid employees and considers they will need more space in Chinook to accommodate the 3 day in-office goal. They are focusing on engagement, connection, and meeting people where they are for hybrid work.**

### Space Management and Utilization

- Current Space:
  - DHP occupies floors 1,10, 11, & 12 in Chinook building.
- Neighborhood Design:
  - Spaces are organized into team "neighborhoods" with combination of workstations and collaboration areas. Offices for leadership and some are shared.
- Special Requirements:
  - Secure areas needed for HR, HMMAC Emergency ops, and to meet HIPAA compliance.
  - Current storage is insufficient for supplies & community outreach materials.

### Workplace Structure and Staffing

- Current Staffing:
  - Approximately 1,700 total employees, though many are field/clinical staff rather than office-based.
  - 955 total based at Chinook – 282 in-office today and 673 Hybrid.
- Hybrid Work Model:
  - Currently mostly remote, with some teams encouraging 1-2 days per month in-office. Employees are shifting to in-person time for collaboration and focus work taking place at home.
  - Payroll and finance require regular office presence.

### Technology and Collaboration

- Meeting Technology:
  - Microsoft Surface Hubs available in most meeting rooms but hybrid meetings remain challenging, especially for larger groups.

- Training Needs:
  - Lack of formal training on collaboration tools (SharePoint, Teams) which impacts effective usage
- Space Utilization:
  - Conference rooms often used by individuals seeking privacy rather than group collaboration
- Collaboration Spaces:
  - Some areas feel unfinished or poorly equipped (e.g., HR space lacking monitors)

### Challenges and Concerns

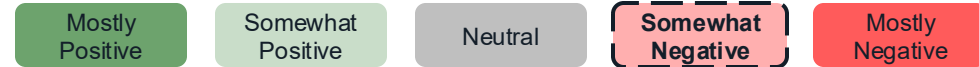
- Employee Resistance:
  - Strong opposition to mandatory office return, particularly from BIPOC staff
- Remote Work Appeal:
  - Remote flexibility is a key recruitment factor for new hires.

### Future Considerations

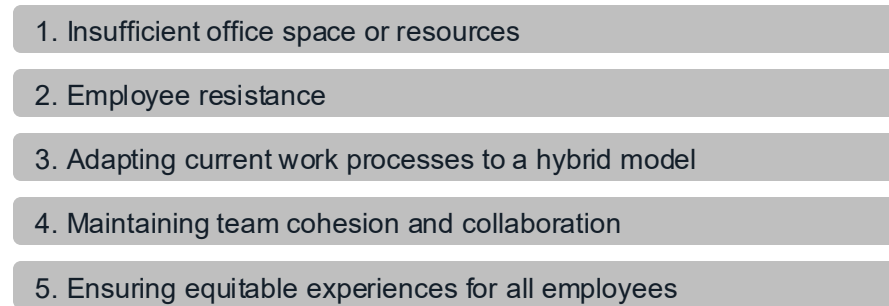
- Retention Risk:
  - Concern about potential staff departures if strict in-office requirements implemented. DPH is committed to meet people where they are at for hybrid/remote work
  - Need to provide operational justification for denying telecommute requests
- Onboarding Opportunities:
  - Having team days in office will help new hires onboard, get to know team members and feel less isolated
- Change Management:
  - Need for compelling "why" narrative to support return-to-office initiative, focus on employee engagement and connection.

## Interview Poll Results

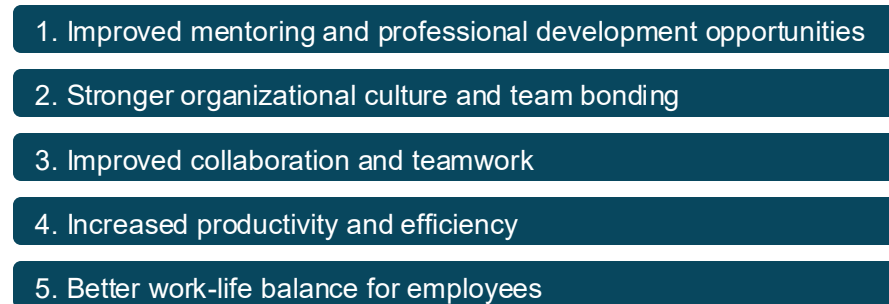
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Somewhat Negative"

- Currently at 200-400% workload in some areas
- Concerns about losing productive work time to commuting
- Performing well in current remote model

### B. Biggest Challenges

- Employee Resistance
  - Stems from breaking remote work commitments
  - Part of their recruitment/retention strategy
  - Environmental mission alignment with remote work
- Ensuring Equitable Experience
  - Transit/parking concerns
  - Housing decisions based on remote work
  - Safety concerns downtown
- Space/Resources
  - Space designed for collaboration not daily work

### C. Benefits

- Organizational Culture
  - Acknowledge value of in-person connections
  - Important for new employees
- Collaboration/Teamwork
  - Value for strategic discussions
  - Better for creative problem-solving
- Mentoring/Development
  - Informal learning opportunities
  - Better for newer staff



# Exec

Executive Department

## Dashboard 1 of 2

- Chief People Officer: Whitney Abrams
- Leader Interviewed: Keiley Ramseur
- Space Contact: Martine Kaiser

### OVERVIEW

#### LOCATIONS IN SCOPE



- Chinook: Floors 8, 13

RENTABLE SF  
**22,123**



HEADCOUNT  
**184**



- 69 Onsite
- 115 Hybrid
- 0 Remote

*Note: The headcount captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- **Space Configuration:**  
Undergoing major renovation, implementation of ABW (completion early Jan). Employee engagement in design process
- **Change Management:**
  - Using new space as "carrot" for return
  - Recognition that hybrid/remote flexibility needed
  - Acknowledges need for change management even at executive level and using dept as model for others

### SPACE METRICS



**142**

Individual work points



**82**

Collaborative Seats



**1 : 0.6**  
Ratio

(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	96	96
Hotel Seats	33	33
Offices	13	13
<b>Total Individual Seats</b>	<b>-</b>	<b>142</b>
Small Conference Rooms (1-4 ppl)	2	8
Medium Conference Rooms (5-8 ppl)	1	7
Large Conference Rooms (+9 ppl)	2	20
Phone Booths	2	2
<b>Other Collaborative Seats</b>	<b>45</b>	<b>45</b>
<b>Total Collaborative Seats</b>	<b>-</b>	<b>82</b>

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



Somewhat  
positive

#### RTO Challenges

1. Insufficient office space or resources
2. Employee resistance
3. Ensuring equitable experiences for all employees

#### RTO Benefits

1. Stronger organizational culture and team bonding
2. Improved collaboration and teamwork
3. Improved mentoring and professional development opportunities

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

# Exec | Executive Department

## Dashboard 2 of 2

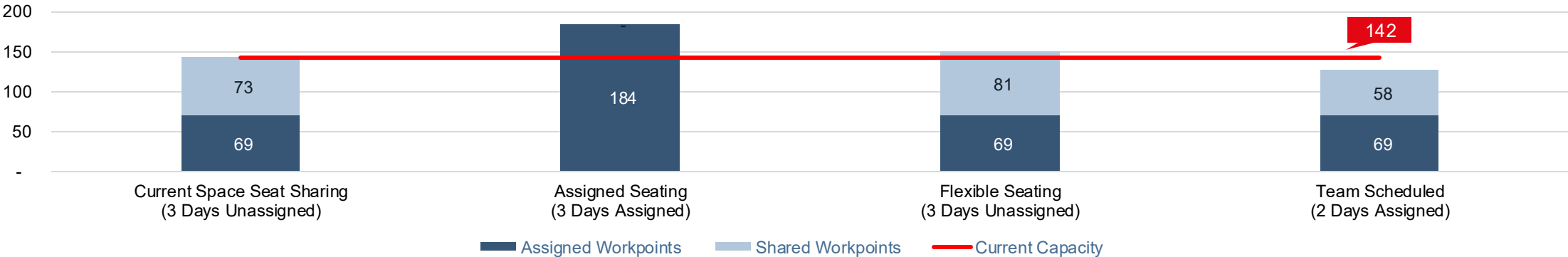
### ILLUSTRATIVE SCENARIOS

Total Headcount  
**184**  
69 Onsite | 115 Hybrid

Current work points  
**142**  
129 Workstations | 13 Offices

Current RSF  
**22,123 RSF**  
**156 RSF / Seat**

Assumptions:  
1. Onsite employees require 1:1 assigned seating  
2. Headcount growth is not included



Scenario	1. Current Space Seat Sharing 3 Days in office goal	2. Assigned Seating 3 Days Assigned	3. Flexible Seating 3 Days Unassigned	4. Team Scheduled 2 Days Assigned; Assigned Days
Summary	Using all available seats as-is	Maximum attendance at 1:1 sharing	60% hybrid attendance + 10% buffer	A / B scheduling of hybrid population attendance; 50% peak attendance each day
Workpoints	142 <ul style="list-style-type: none"><li>Assigned: 69</li><li>Shared: 73</li></ul>	184 <ul style="list-style-type: none"><li>Assigned: 184</li><li>Shared: 0</li></ul>	150 <ul style="list-style-type: none"><li>Assigned: 69</li><li>Shared: 81</li></ul>	127 <ul style="list-style-type: none"><li>Assigned: 69</li><li>Shared: 58</li></ul>
Delta	0 seats   0 RSF	42 seats   8,610 RSF	8 seats   1,640 RSF	15 seats   2,340 RSF (Surplus)
Sharing Ratio for Shared Work points <small>(Individual work points : HC)</small>	1 : 1.6	1 : 1	1 : 1.43	1 : 2
Required RSF	22,123 RSF	30,733 RSF	23,763 RSF	19,783 RSF

Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# Exec | Executive Department

Work points per building and floor



142

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	8	61	33	11	105
	13	35	0	2	37
Totals	-	96	33	13	142

Exec Dept is undergoing renovation to create a flexible, activity-based design to support the 3 day in-office goal. They are leading by example in adopting this goal, aiming to foster relationship-building culture and be visible to the public they serve.

### Current Space Configuration

- Located on 8th floor Chinook (moving Climate & Labor Relations to Chinook 13)
- Current Headcount: 184 total (will reduce by ~30 with moves)
- Significant staff turnover: 70 out of 184 hired post-pandemic
- Undergoing renovation (completion early January)

### Current Work Patterns

- Varies by division:
  - Executive Office: 3-5 days/week
  - Climate: 3 days/week
  - OERSJ: 2-3 days/week
  - OLR: 1 day/week (moving to 3 days)
  - PSB (largest group): Minimal presence, mostly as needed

### Future Space Design

- 12 offices along perimeter
- Mix of assigned and hotel spaces:
  - 103 total work points
  - 33 open/unassigned desks, 22 benching-style hotel desks, 4 phone booths
  - 5 conference rooms (various sizes)
  - Multiple collaboration spaces
- Organized by neighborhoods for different teams
- More flexible/activity-based design than other Departments

### Leadership Perspective on Return

- Using new space as "carrot" for return

- Extensive employee engagement in design process
- Recognition that hybrid/remote flexibility needed for emergencies
- Strong focus on relationship building
- Acknowledges need for change management even at executive level
- Using Department as model for others

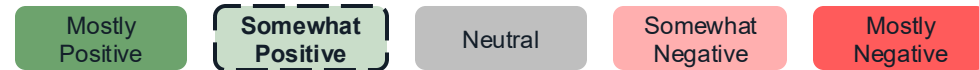
### Key Considerations

- Space Design:
  - Leading by example with modern, flexible design
  - Significant investment in collaboration spaces
  - Focus on choice and variety
- Implementation:
  - Strong team-based approach
  - Flexibility based on work needs
  - Phased return strategy
  - Focus on intentional presence
- Challenges:
  - Technology for hybrid meetings
  - Potential space constraints if PSB increases presence
  - Need for private/focus spaces for certain teams

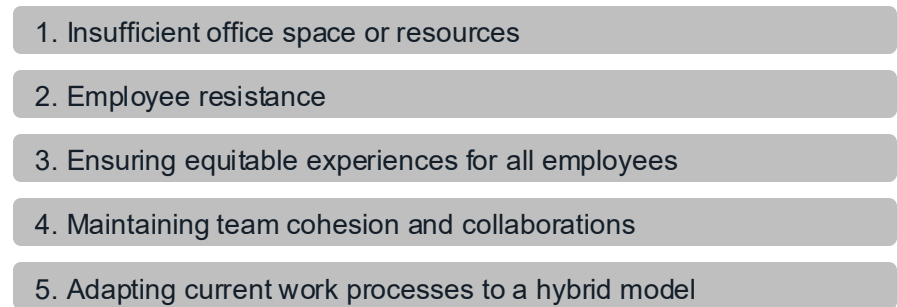
# Exec | Executive Department

## Interview Poll Results

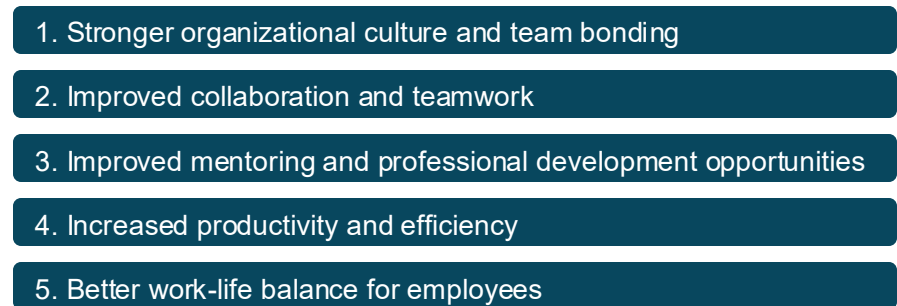
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Somewhat Positive"

- Acknowledge different type of productivity in office
- Less task completion but more relationship building & value of informal connections
- Recognition that work gets "done differently" in office
- Particular value for newer staff

### B. Biggest Challenges

- Insufficient Office Space/Resources
  - Primary concern if all groups return for 3 days, particular worry about PSB team needs
  - Current renovation helping but still constraints
  - Specific concerns about analytical teams needing quiet space
- Employee Resistance
  - Varied by division (PSB most resistant)
  - Less about resistance, more about work patterns
  - Need to demonstrate value proposition
- Ensuring Equitable Experience
  - Different needs across teams
  - Balance between focused and collaborative work
  - Concerns about hybrid meeting equity

### C. Benefits

- Stronger Organizational Culture
  - Critical for Executive Department's leadership role
  - Important for new employee integration
- Improved Collaboration/Teamwork
  - New space specifically designed for this with multiple types of collaboration spaces
  - Focus on intentional gathering
- Improved Mentoring
  - Important for large number of new staff
  - Better informal learning opportunities

KCIT

King County Information Technology



## Dashboard 1 of 2

- Department Director: Megan Clarke
- Leader Interviewed: Andy Gravano
- Space Contact: Darlene McNeil

### OVERVIEW

#### LOCATIONS IN SCOPE

- **Chinook:** Floors 6, 7
- **KSC:** Floor 2
- **SeaTac Radio Ship:** Floor 2
- **PSRFA Admin:** Floor 1

**RENTABLE SF**  
**60,941**

**HEADCOUNT**  
**445**

- 38 Onsite
- 74 Hybrid
- 333 Remote

*Note: The headcount captures a subset of administrative hybrid employees within King County.*

### CURRENT SITUATION

- **Way of Working:**
  - Office space used for intentional collaboration and significant meetings
  - No seat assignments except for a few exceptions
  - Focus work completed at home
- **On-Site Staff:** Tech support, desktop support, help desk
- **Change Management:**
  - Strong resistance to 3-day office goal
  - Looking for the larger “why” to support this effort

### SPACE METRICS



**319**

Individual work points



**145**

Collaborative Seats



**1 : 0.5**  
Ratio

(Individual seats :  
Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be “directionally correct” to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

#### Individual work points

Space Type	Quantity	Seat (s)
Workstations	242	242
Hotel Seats	57	57
Offices	20	20

**Total Individual Seats - 319**

Small Conference Rooms (1-4 ppl)	3	12
Medium Conference Rooms (5-8 ppl)	15	105
Large Conference Rooms (+9 ppl)	2	20
Phone Booths	0	0

**Other Collaborative Seats 8 8**

**Total Collaborative Seats - 145**

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



Mostly  
Negative

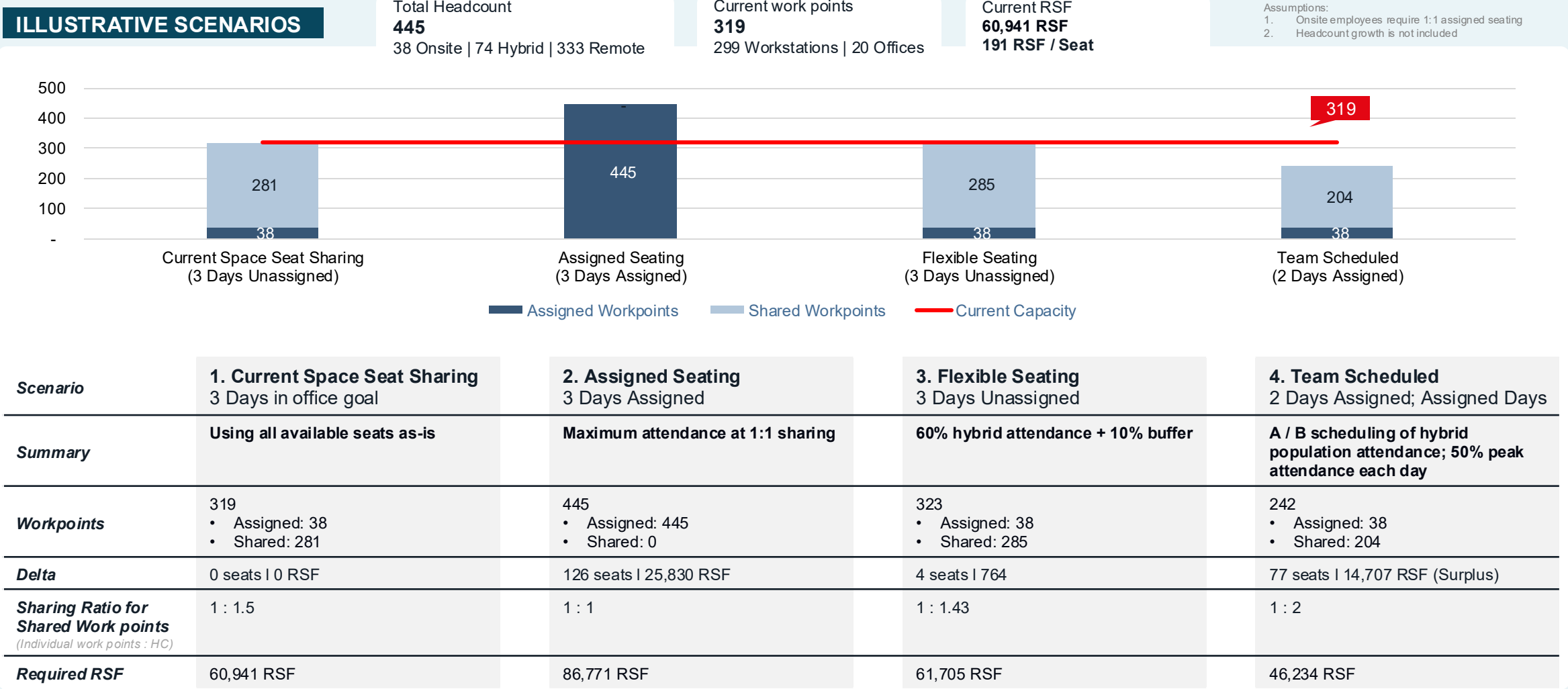
#### RTO Challenges

1. Employee resistance
2. Ensuring equitable experiences for all employees
3. Maintaining team cohesion and collaboration

#### RTO Benefits

1. Improved mentoring and professional development opportunities
2. Stronger organizational culture and team bonding
3. Improved collaboration and teamwork

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll



## Work points per building and floor



319

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
Chinook	6	79	0	2	81
	7	129	6	0	135
KSC	2	34	51	0	85
PSRFA Admin	1	0	0	12	12
SeaTac Radio Shop	2	0	0	6	6
Totals	-	242	57	20	319

## Interview Summary

KCIT has a high percentage of remote employees and is facing a space shortage to accommodate the 3 day in-office goal. They mentioned the need for a flexible solution, including what teams the in-office goal is applied to, seat sharing and additional square footage.

### Space Management and Utilization

- Current Space:
  - Occupies Chinook 6 and 7 floor, 2nd floor of King Street & SeaTac Hub 855
  - Recently reduced footprint by 30%
  - No seat assignments except for a few exceptions, mostly seat sharing
- Daily Occupancy: Currently 15-20% of workforce onsite daily, technical support are onsite 35-40% of the time and support teams rotate across different KC spaces

### Workplace Structure and Staffing

- On-site Staff:
  - Technical support, desktop support, and help desk are regular on-site staff
- Space Usage:
  - Office space used for intentional collaboration and significant meetings. Focus work completed at home

### Technology and Collaboration

- Technology Needs:
  - There is no standard desktop tech for all KC offices, and it will take time to prepare office for 3 day in-person goal
  - Current technology insufficient for effective hybrid meetings
- Budget Constraints:
  - There is no budget planned to equip spaces within KC offices to accommodate 3 day in-person goal

### Challenges and Concerns

- Resistance & retention:
  - Strong resistance to 3-day office goal
  - 55 potential retirements next year
- Productivity Impact:
  - Concerns about lost productivity due to commute times (1-3 hours) and many employees operating at 200-400% capacity
- Communication Issues:
  - Lack of clear messaging and unanswered questions about implementation. Looking for the larger “why” to support this effort
- Space Concerns:
  - There is not enough conference rooms with hybrid technology to support current in-office employees (especially large meetings)

### Future Considerations

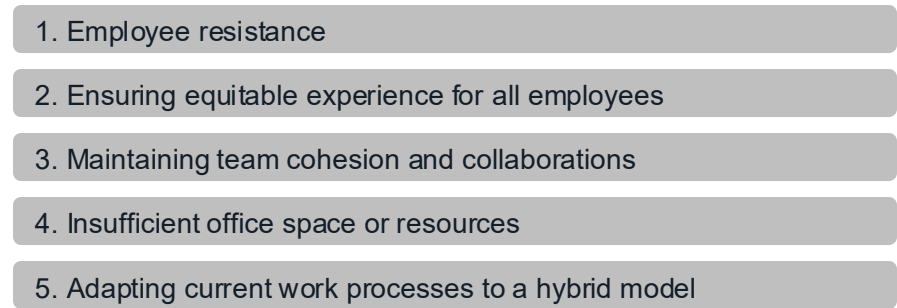
- Space Planning:
  - Need clarity on whether spaces will be hotel-style or assigned
- Technology Infrastructure:
  - Significant upgrades needed for conference rooms and workstations
- Implementation Timeline:
  - Technology team needs clear Department plans to assist and support needs
- Administrative Processes:
  - Concerns about approval processes for spending partner agency funds. Look to create a blanket KC budget for all tech County wide to create a more equitable solution.

## Interview Poll Results

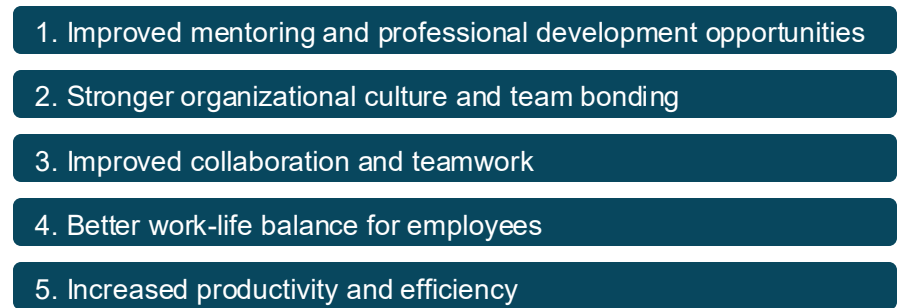
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(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Mostly Negative"

- Already seeing high productivity in current model
- Only 3 performance issues in past year with remote workers

### B. Biggest Challenges

- Employee Resistance
  - Staff asking for compelling "why"
  - Considering remote work as expected benefit
- Insufficient Space/Resources
  - Infrastructure not ready
  - Major technology upgrades needed
  - Current space not designed for 3-day occupancy
- Ensuring Equitable Experience
  - Concerns about staff who moved away
  - Transit/commute equity
- Adapting Work Processes
  - Concern about engineers/technical staff
  - Need specialized equipment/setup
  - Currently have robust home office setups

### C. Benefits

- Improved Collaboration
  - Acknowledge some value but skeptical
- Stronger Culture
  - See some benefit for relationship building
- Mentoring
  - Could help newer staff

# KCSO

King County Sheriff's Office

## Interview Summary

KSCO has majority of employees working 3 days in-office today. They mentioned that they have enough space to accommodate 3 day in-office goal and look to have more efficient utilization.

### Space Management and Utilization

- Highly Distributed: Multiple locations across county including courthouse, precincts, contract cities, Black River, SeaTac, and warehouses
- Key Administrative Spaces:
  - Courthouse: Largest administrative footprint (Records, Cashiers, Budget/Accounting)
  - Black River: Expanding footprint for HR and Internal Investigations
  - SeaTac: Training unit in subleased space
  - Property Management: Warehouse facility being relocated
- Space Adequacy:
  - Generally sufficient square footage but looking to use it more effectively

### Workplace Structure and Staffing

- Commissioned Staff:
  - 100% on-site at precincts but low utilization (mostly in field)
- Administrative Staff:
  - Already meeting or exceeding 3-day hybrid requirement
- Public Disclosure Unit:
  - Only fully remote team, showing high productivity
- Budget/Accounting:
  - Rotating schedule (2 weeks on-site, 1 week off)
- IT Support:
  - Distributed across locations to support all sites

### Special Space Requirements

- Security Needs:
  - Areas for confidential information and CJIS compliance
- Interview Spaces:
  - Separate areas for suspects vs. victims/witnesses
- Public Interface:
  - Front desk and customer-facing spaces
- Technology Requirements:
  - Specific needs for cameras and audio systems

### Future Considerations

- Property/Training Consolidation:
  - Plans to relocate both units together
- Black River Expansion:
  - Moving HR and investigations there in early 2025
- Space Sharing:
  - Open to partnerships with other Departments where security requirements allow
- Public Meeting Space:
  - Interest in shared community spaces, especially in unincorporated areas
- Fingerprinting Space:
  - Looking for courthouse space for non-custody fingerprinting
- Precinct Challenges:
  - Buildings not purpose-built for law enforcement
- Meeting Space Limitations:
  - There is a need for more meeting rooms and better technology integration



# Metro

Metro Transit Department

# Metro | Metro Transit Department

## Dashboard 1 of 2

- Department Director: Michelle Allison
- Leader Interviewed: David Eldred
- Space Contact: Tiffani Duncan

### OVERVIEW

**LOCATIONS IN SCOPE**

- **KSC:** Floors 1, 2, 3, 4, 5

**RENTABLE SF**

**117,436**

**HEADCOUNT**

**901**


- 36 Onsite
- 865 Hybrid
- 0 Remote

*Note: This captures a subset of administrative hybrid employees within King County.*


### CURRENT SITUATION

- **Space Configuration:** Currently undergoing a renovation in KSC 4<sup>th</sup> and 5<sup>th</sup> Floors (ABW Design), to be completed by Mid-2025.
- **Work Patterns:** Already operating in balanced hybrid model; Many employees split time between office and operational facilities
- **Change Management:** Help employees understand intention behind unassigned seating and need support developing new behaviors

### SPACE METRICS

 **390**  
Individual work points

 **490**  
Collaborative Seats

 **1 : 1.3**  
Ratio  
(Individual seats : Collaborative seats)

*Note: Conference room sizes and associated seat counts were estimated based on data provided to JLL via floorplans/ furniture plans and requested confirmation by Department team members. They are assumed to be "directionally correct" to support high-level understanding of quantities; however, further on-site validation would be needed to ensure accuracy*

Individual work points		
Space Type	Quantity	Seat (s)
Workstations	328	328
Hotel Seats	38	38
Offices	24	24
<b>Total Individual Seats</b>	-	<b>390</b>
Small Conference Rooms (1-4 ppl)	73	292
Medium Conference Rooms (5-8 ppl)	4	28
Large Conference Rooms (+9 ppl)	5	50
Phone Booths	28	28
<b>Other Collaborative Seats</b>	92	92
<b>Total Collaborative Seats</b>	-	<b>490</b>

### LEADERSHIP PERSPECTIVE<sup>1</sup>

#### Productivity Impact



#### RTO Challenges

1. Employee resistance
2. Insufficient office space or resources
3. Ensuring equitable experiences for all employees

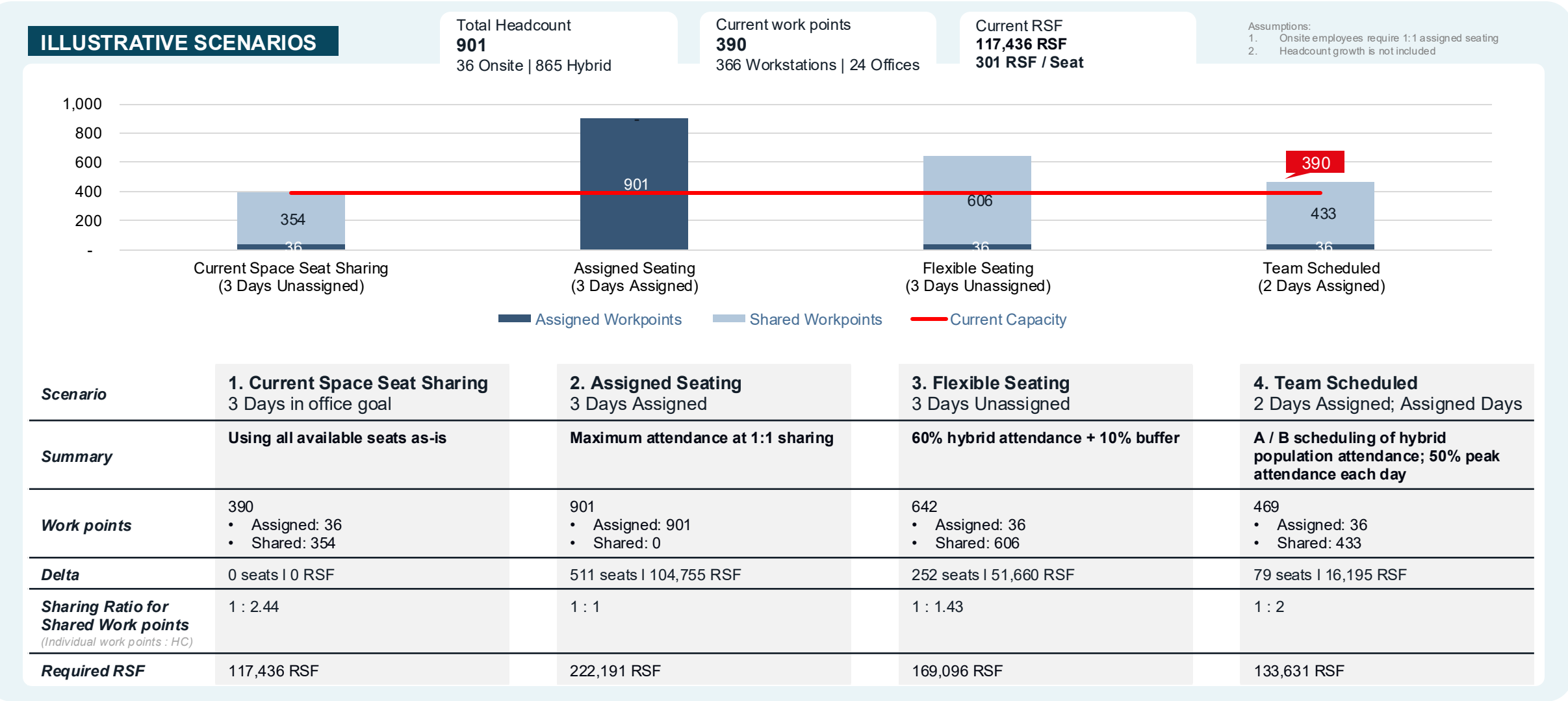
#### RTO Benefits

1. Improved collaboration and teamwork
2. Stronger organizational culture and team bonding
3. Increased productivity and efficiency

<sup>1</sup> Leadership perspective data was collected in November 2024 through stakeholder interviews and the Future of Work poll

# Metro | Metro Transit Department

## Dashboard 2 of 2



Note: This work assumes a benchmark of 205 RSF per seat for the additional required RSF versus using the current KC RSF.

# Metro | Metro Transit Department

Work points per building and floor



390

Individual work points

Building	Floor	Workstations	Hotel Seats	Offices	Total
KSC	1	27	0	5	32
	3	79	38	7	124
	4	107	0	6	113
	5	115	0	6	121
Totals	-	328	38	24	390

## Interview Summary

**Metro has 901 employees, most of whom work in a hybrid model, and is renovating its layout to implement a neighborhood activity-based design. They recognizes the need for a flexible plan to encourage intentional office presence. They are implementing change management strategies for the 4th and 5th floors of KSC, focusing on emphasizing effective in-person work.**

### Management and Utilization

- Pre-COVID: Had expansive presence across 5 partial floors at King Street Center plus separate leased space at 901 5th Ave
- Current Space:
  - Operating from portion of 3rd floor KSC
  - Recently acquired temporary space in Chinook (30 cubicles/7 offices)
  - First floor maintains public-facing functions (ORCA sales, customer service)

### Future Space Plan (Mid-2025)

- Major renovation of 4th & 5th floors KSC underway (4<sup>th</sup> floor Complete Q1 2025 & 5<sup>th</sup> Q2 2025)
  - Each floor will have ~160 workstations and 100+ collaboration spaces
  - Range of meeting spaces and phone booths
  - Limited private offices (~9-10 for division leaders only)
  - High increase of small meeting rooms
  - Organized into "neighborhoods" for divisions while maintaining flexibility
  - Added amenities like kitchen/eating areas to encourage community

### Population & Work Patterns

- Size: 901 employees plus contractors (~1,000 total) in administrative space
- Already operating in balanced hybrid model pre-dating current initiative
- Unique transit focus: View commuting via transit as employee benefit
- Many employees split time between office and operational facilities
- Strong emphasis on intentional presence vs arbitrary attendance goals

### Challenges & Concerns

- Space Limitations:

- Currently severely constrained during construction
- Even new space will not mathematically support full 3-day return
- Need for additional large meeting/training spaces
- Employee Feedback:
  - Want personal storage/permanent space assignments
  - Managers requesting private offices
  - Concerns about meeting space availability and storage needs
  - Questions about hybrid meeting effectiveness
- Change Management:
  - Need to shift from current crowded temporary space to new collaborative model
  - Help employees understand intention behind unassigned seating
  - Support development of new workplace behaviors

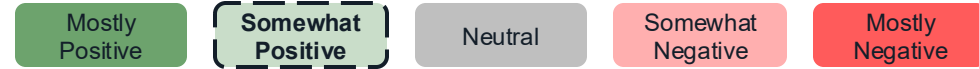
### Future Considerations

- Planning to evaluate actual usage patterns before considering expansion
- Focus on creating inviting, purposeful workspace
- Recognize need for flexibility in implementation
- Unique approach viewing transit commute as employee benefit
- Strong focus on intentional collaboration vs mandatory presence

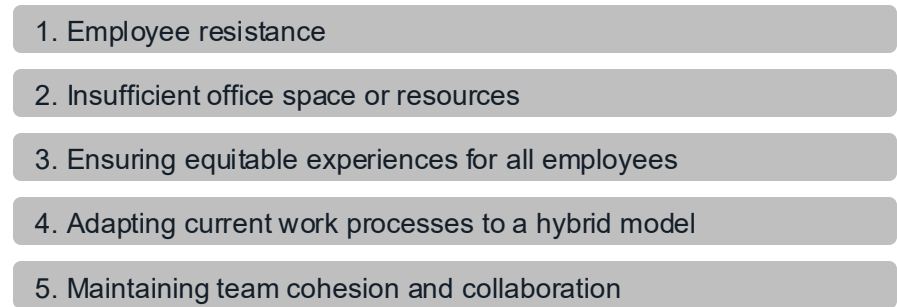
# Metro | Metro Transit Department

## Interview Poll Results

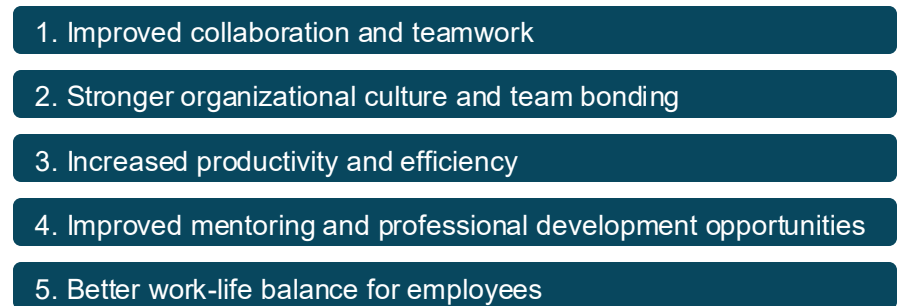
**A. What impact do you anticipate the 3-day-in-office goal would have on your team's productivity?**



**B. Which of the following do you believe will be the biggest challenge in implementing the 3-day-in-office goal for your Department?**  
(rank from most challenging to least challenging)



**C. Which of the following do you believe will be the most significant benefit of implementing the 3-day-in-office goal for your Department?**  
(rank from most beneficial to least beneficial)



## Context on Rankings Provided

### A. Productivity Impact: "Somewhat Positive"

- Already operating in balanced hybrid model
- Have established business needs criteria & current space renovation planning supports hybrid work
- More thoughtful about intentional presence vs arbitrary days

### B. Biggest Challenges

- Employee Resistance
  - Not pure resistance but need for compelling "why"
  - Question value if still on Teams all day
  - Need better reasons than just "presence"
  - Staff seeking rationale beyond collaboration
- Space/Resources
  - Currently in construction for 4th/5th floors
  - Immediate space very constrained
  - Need better technology for hybrid meetings
- Ensuring Equitable Experience
  - Some teams need more office presence & others more suited to remote
  - Different division needs and flexibility based on role

### C. Benefits

- Collaboration/Teamwork
  - New space specifically designed for this & Planning ~160 cubicles per floor
  - Over 100 collaboration spaces planned & range of meeting room sizes
- Organizational Culture
  - Neighborhood concept to support this
  - Intentional about team placement
  - Building in social spaces
- Mentoring/Development
  - Important but not primary driver
  - Can be done in hybrid model

# Thank you

**Nathan Wasilewski**

**Senior Director**

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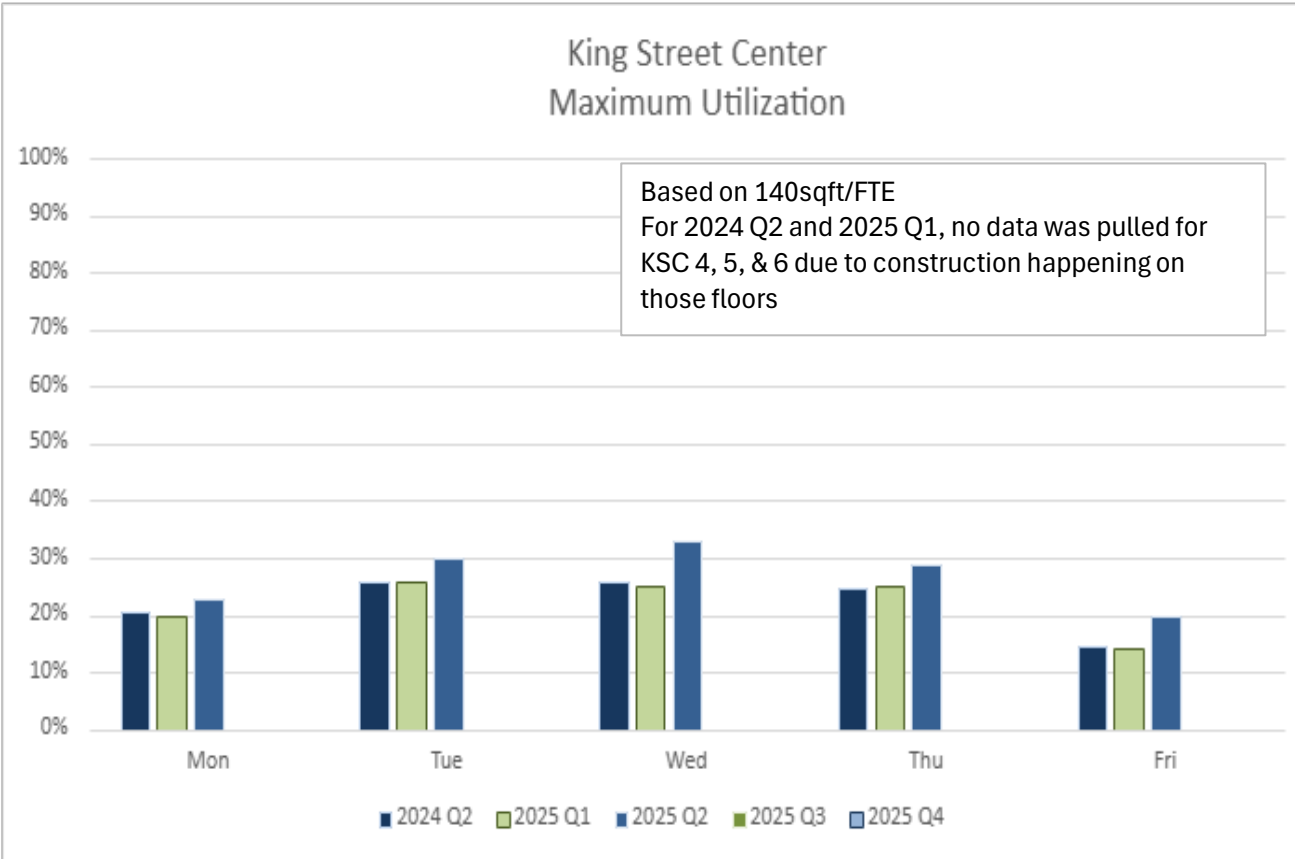
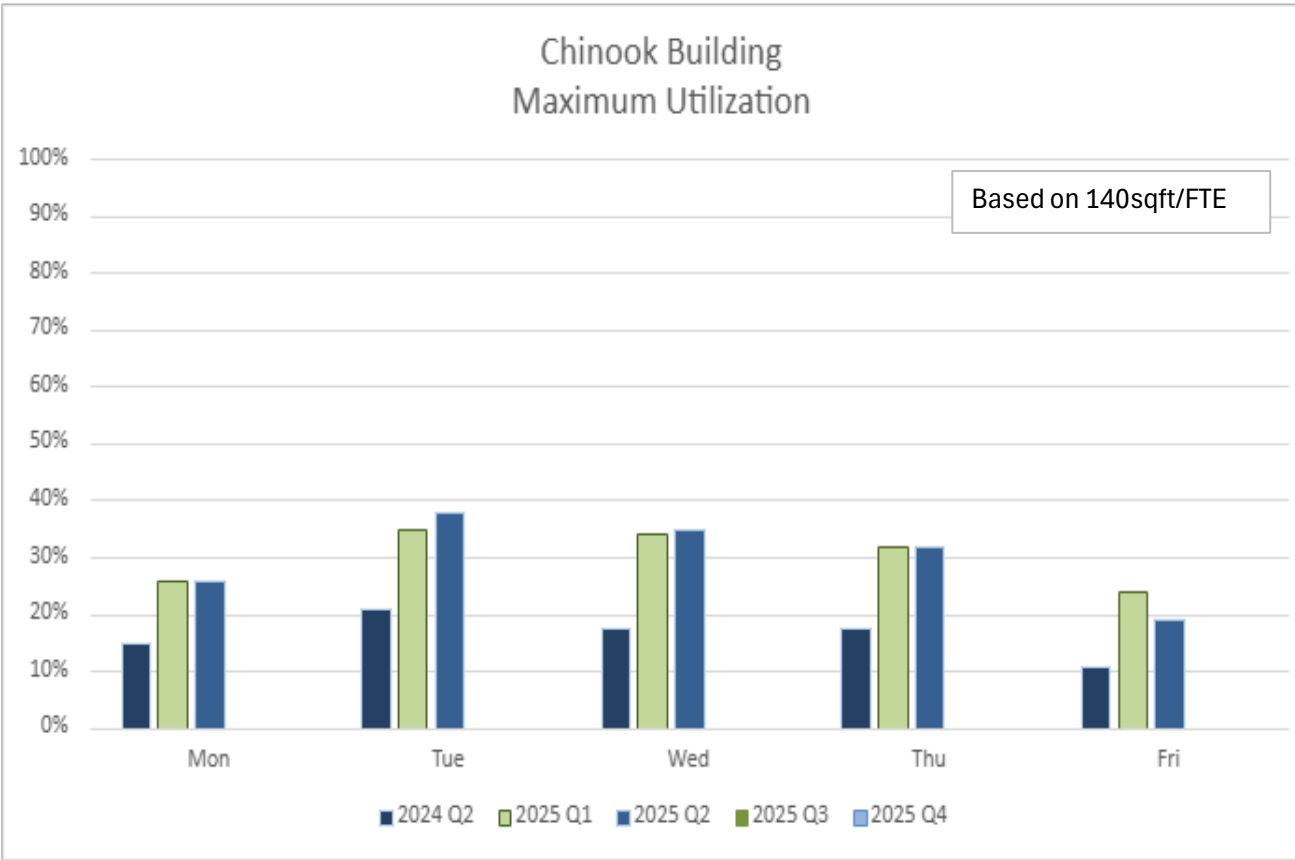
**Kari Smith**

**Director**

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**METHODOLOGY:**

1. ID Access pulls reports for all badge swipes in the buildings for a month
2. Badge swipes for the daycare (Chinook), Diva coffee (Chinook), parking garages, fleet vehicles, temporary (contractors), and test are removed.
3. Data is cleaned to only show the name on the badge and the date
4. Excel formulas are used to count the number of unique names per calendar date
5. Original Auditor data from Q2 2024 based on desk counts has been recalculated based on sqft.



Service Level Commitment & Expectations .....	2
Roles & Responsibilities .....	2
FMD Responsibilities and Commitments.....	2
Tenant Responsibilities .....	3
Communications .....	4
Communications from FMD.....	5
Individual Communications .....	5
Broad Communications.....	5
Emergency Communications .....	5
FMD Charges.....	5
Per Square Foot (PSF) Charges.....	6
Lease Management Fee .....	6
Hourly Rates.....	6
Supplies and Materials.....	7
Additional Service Charge .....	7
Incidental Charges.....	7
Standard Services Provided .....	7
Preventive Maintenance (PM) .....	8
Corrective Maintenance (CM).....	8
Tenant Improvements (TI) .....	8
Discretionary Capital Projects.....	8
Major Maintenance Capital Projects .....	8
Description of Base Service Levels .....	8
Service Hours and Holiday Closures.....	8
BOS.....	9
Security .....	9
Service Requests .....	9
Service Request/Work Order .....	10
Space Requests .....	10
After-Hours Service (Lights & Air).....	10
Special Event Service.....	10
Work Authorization.....	10
Lifecycle of a Service/Project Request.....	10

Request Intake .....	10
FMD Request Intake Process .....	11
Request Prioritization & Scheduling .....	11
Additional FMD Services for all King County Agencies .....	12
Parking Garage Management .....	12
King County Parking Facilities .....	12
Employee monthly parking .....	12
Parking validation accounts .....	12
ID Access .....	12
Printing Services.....	12
Conference Room Management.....	13

## Service Level Commitment & Expectations

The purpose of this document is to outline the base level of service provided to tenants of county-owned and managed spaces through their occupancy or lease agreements with the Department of Executive Services (DES) Facilities Management Division (FMD). It includes information on the roles and responsibilities of FMD and tenants, communicating service requests, defined levels of service, and general information on service charges. Detailed information on all FMD services can be found on the FMD website.

## Roles & Responsibilities

The following section defines general expectations tenants can have of FMD's services as well as FMD expectations for tenants in county owned spaces. For more detailed information regarding the body of work for each FMD section and specific policies governing these responsibilities, please review the FMD website.

### FMD Responsibilities and Commitments

- FMD is responsible for all maintenance and repairs in county owned space managed by FMD as well as in some leased space. *In cases where the County is responsible for maintenance in leased space, the service agreement standards for those services required by lease shall be the same as for owned facilities.*
- FMD staff are the only individuals designated to perform certain maintenance, custodial, and repair tasks due to labor contracts and body of work requirements per the contract labor agreement (CLA).
- FMD performs ongoing, scheduled preventative maintenance work.
- FMD will maintain and repair equipment deemed to be part of a building's operations.
- FMD will maintain and replace existing kitchen appliances in shared breakroom spaces that are connected to building systems at their discretion.

- FMD is responsible for creation and replacement of building hard keys and access key cards/ID badges.
- FMD retains access granting authority over all FMD managed properties, with appropriate notification to tenants when possible. This includes providing access to contractors and project teams, changing access to align with space assignments, and providing FMD staff access to work areas for normal business operations.
- FMD is responsible for moving furniture.
- FMD is responsible for providing County agencies baseline data on the costs and relative efficiency of spaces being occupied by those agencies.
- FMD is responsible for managing Capital Improvement Projects (CIPs) in FMD owned and managed buildings.
- FMD will review all project requests.
- FMD will work to ensure the process follow the policies of the Real Asset Management Plan (RAMP) for authorizing and prioritizing requests meets the overall best needs of the County and FMD resources are considered.
- FMD is responsible for ensuring alignment with County policies and initiatives pertaining to but not limited to climate change, sustainability, and equity and social justice.
- FMD updates the King County Real Asset Management Plan (RAMP).
  - FMD manages the following related to RAMP policies:
    - Track County agency performance related to RAMP policies.
    - Space allocation and inventory management.
    - Identification and allocation of common areas.
    - Planning space for future growth.
    - Identifying efficiency metrics, goals, enforcement and incentives.
    - Advise agencies related to space utilization and assist them, as requested, to develop space and cost savings proposals.
    - Acquisition of space through new leases, lease renewals and amendments covering expansions, contractions, alterations, etc. *Note that FMD Real Estate Services is the only entity authorized by King County Code to acquire leased space for County agencies.*

### Tenant Responsibilities

- Tenants will Identify and report problems noticed with building equipment and systems to FMD Customer Care Team as soon as possible to facilitate timely repair and/or inclusion into the bi-annual major maintenance planning process.
- Tenants will follow FMD processes for service requests, space requests, and project requests.
- Tenants will provide budget information for tenant improvements in a timely manner and when requested by FMD staff through the service request process.
- Tenants will follow FMD guidance conveyed through building advisories and alerts.
- Tenants are financially responsible for the maintenance, repair and replacement of any equipment deemed to be in support of agency programmatic activities and not a part of the building operations with the exception modular workstations.
- Tenant agencies are responsible for repairs to tenant owned appliances such as microwaves and small appliances.

- Unless otherwise approved in advance and in writing by the FMD Division Director or designee, the use of personal portable heaters, refrigerators, microwaves, coffee/tea pots, toaster ovens, hotplates, large or mid-size fans, motorized water features and other un-switched small appliances shall be prohibited for use in individual offices and cubicles.
- Tenant will be responsible for the cost of re-keying locks or issuing new keys or key cards, when keys or key cards are lost or misplaced or otherwise compromised by the tenant.
- Tenants will immediately report lost keys or key cards to FMD Customer Care Team.
- Tenants will maintain security of FMD issued keys and access badges. Not to be used by any persons other than the tenants' employees or FMD contractors and subcontractors.
- Tenants and all county employees are responsible for complying with future direction and guidance that promote energy and resource conservation and achieve compliance with Executive Order PUT 7-6 (AEO) other ordinances & legal mandates (e.g., Green Building Ordinance, Energy/Strategic Climate Action Plan, etc.). Further, tenant agency management will actively pursue and coordinate other energy conservation measures with the FMD Energy Manager.
- Tenants will turn off equipment and lights in areas not being actively used.
- Tenants are responsible for closing window shades in periods of extreme high or low temperatures and on Fridays in preparation for weekends.
- Tenants are responsible for the cost of pest treatments related to tenant programmatic operations.
- Tenants will inform FMD of potential space moves or incidences where the existing agency space is not meeting actual or expected programmatic needs.
- Tenants will provide space related data updates to FMD as requested.
- Tenants will collaborate with FMD on any space related requests; including FMD requests for information on/data about agency space needs, working with assigned FMD staff on programming, designing, and constructing tenant improvements related to moves, and coordinating on execution of actual moves.
- Tenants will participate in planning, budgeting, and design and provide review of project plans from the schematic through final design stages.
- Tenants will assist with determining and coordinating access and work hours on capital projects and other tenant improvements.
- Tenants will inform FMD of any media inquiries directly related to FMD building operations, facilities management, or FMD projects.

## Communications

FMD is comprised of many different sections. To streamline communication, all service requests should be communicated through the FMD Customer Care Team (CCT). FMD CCT will coordinate the requests and ensure they are brought to the correct teams within FMD for resolution.

### Customer Care Team

**phone:** 206-477-9400 (urgent/immediate concerns)

**email:** [CustomerCareServices.FMD@kingcounty.gov](mailto:CustomerCareServices.FMD@kingcounty.gov)

Additional options for requesting service, including specialized requests, can be found on our website.



## Communications from FMD

### Individual Communications

FMD CCT will follow-up with individuals on the status of service requests, responses to questions, or requests for additional information in order to complete the requested service. Prompt responses can support CCT in resolving customer needs in a timely manner.

### Broad Communications

FMD sends communications to customers regarding scheduled work, activities, outages, closures, and emerging issues effecting FMD managed spaces. These communications come in the form of *advisories*.

The audience for an advisory is generally location specific. FMD's mailing lists for communications are dependent upon the distribution lists managed by KCIT that include staff based on their physical work location and some select ZZGrps. If there are additional staff who need the information shared in the advisory or alert, customers receiving the notice are encouraged to share and amplify information with those team members.

### Emergency Communications

FMD strives to communicate efficiently in emergency situations. The advisory and alert process will be used to communicate information broadly when details are available. Additional communication channels may operate for real time communication with select individuals (example: Microsoft Teams Channels/Chats, CodeRed, etc.)

## FMD Charges

FMD assesses several types of charges to cover facilities related costs. These charges fall into the following categories:

- Per Square Foot (PSF) Charges
- Lease Management Fee
- Hourly Rates
- Supplies & Materials
- Additional Service Charge
- Incidental Charges

Charge Category	Example
PSF Charges	Public Health floors in Chinook 10 & 11, cover all general maintenance and custodial charges for this floor.
Lease Management Fee	FMD manages the DPD leases in Kent Valley Professional Center.
Hourly Rates	An FMD Carpenter comes to hang a whiteboard in an office, they charge the fully burdened hourly rate for carpentry.
Supplies & Materials	FMD installs a new whiteboard, the tenant pays the cost of the whiteboard.
Additional Service Charge	Charges assessed as a one-off until they can be appropriately included in a PSF.
Incidental Charge	Superior Court requests after hours lights and air for an event on the weekend.

## Per Square Foot (PSF) Charges

The streamlined rate charged to tenants in FMD managed and operated buildings through a PSF charge aims to reflect the total cost of operating and maintaining space. This approach was developed in partnership with the Office of Performance, Strategy and Budget (PSB). FMD assesses a single rate to County agencies to recoup the operating and some capital costs of county-owned space, and the administrative cost associated with these operations. These rates are applied to occupied square footage to calculate a space charge.

There are three major components which make up the single streamlined rate:

- FMD Operating and Services: building operating costs such as utilities and base level of services provided by FMD including custodial, security, space inventory management, business systems, and energy sustainability and conservation programs.
- Major Maintenance and Repair Fund (MMRF): prorated cost of major maintenance capital costs.
- Debt Service: debt service on Limited Term General Obligation Debt for the purchase or construction of buildings or incurred to fund capital projects in FMD operated buildings.

The streamlined rate consolidates cost recovery for General Government space (General Fund-owned and FMD-operated space) within one central rate account and reflects a uniform per square foot rate for space of similar function.

The PSF charges were further refined by creating building groupings of buildings with similar functions. The FMD website has a link to the full list of building groups and the current biennial PSF rate by group. Unique buildings, such as the King County Courthouse are treated as stand-alone with a rate for each unique building. This recognizes that buildings housing different functions or having different operating hours may have significantly different space costs.

To calculate space costs, an agency's rentable square footage in a given building is multiplied by the current streamlined rate for that building. Rentable square footage includes the space being used by an agency plus a prorated share of what is considered the common space in each building. Elevator lobbies, general purpose restrooms, and multi-user conference centers are examples of common space. Square footage occupancy assumptions used in the current budget can be obtained from FMD Finance. Allocations are updated as part of the biennial budget development process, unless directed by PSB (per RAMP).

## Lease Management Fee

FMD assesses a management fee on multi-year leases paid through the *Long-Term Lease Fund*. This charge recovers costs for several leasing functions including identifying, negotiating, and managing county leased space, administrative efforts to develop legislative packages through County Council authorization, space inventory management, business systems development, and vacant space in county leased facilities. The fee is based on a percentage of the total cost of a lease. The percentage varies each biennium and is currently **8% of the total lease cost.**

## Hourly Rates

FMD charges hourly fees for reimbursable work. Reimbursable work, also referred to as tenant improvements, tenant support, or billable work, is work requested by the agency that is outside the base level of service included in the PSF charge. Detailed descriptions of this type of work are covered in

the Standard Services Section of this document. When applying hourly rate charges, FMD charges a fully burdened rate. Typically, labor charges are assessed and billed on a monthly basis as they are incurred. Examples of situations in which FMD staff charge out all or a portion of time:

- Skilled trades, utility workers, custodians, floor care and security will have occasion to bill agencies or capital projects by the hour.
- Project management time for capital projects and work authorization projects generally result in hourly charges.
- Real Estate acquisitions result in hourly charges. Many sales include closing costs that reimburse Real Estate Services for time spent on the sales.
- Services related to financial and real estate transactional analysis are charged out on an hourly basis to projects requested by customers. For example, when a property is slated for sale, costs are tracked based on hourly charges and reimbursed from sales proceeds.

### Supplies and Materials

Tenants will be charged for supplies and materials for reimbursable work, also referred to as tenant improvements, tenant support or billable work. Typically, supplies and materials charges are assessed and billed on a monthly basis as they are incurred.

### Additional Service Charge

Through the PSF charges, FMD assesses a single rate to County agencies to recoup the operating and capital costs of county-owned space, and the administrative cost associated with these operations; however, there may be additional service charges added for an agency's space if there are changes related to these costs as a result of a service change. This would occur in situations where the changes are isolated to specific agencies, and it would not be equitable to apply an across the board increase to the PSF for the space; or to account for the time between when the change is implemented and it can be evaluated for addition to the PSF charge in future budget cycles. The charge would be in addition to any hourly rates or installation costs of supplies and materials.

### Incidental Charges

These are charges that are applied to service requests outside of the base level of service that do not fall into the other categories. Agency requests for after-hours lights, HVAC, or additional security services are examples of incidental charges that are outside of the base level of service. After hours is considered any time outside the normal business operating hours for that building. Details on operating hours and current charges can be found on the FMD website.

### Standard Services Provided

FMD is responsible for the day-to-day operations of King County owned facilities. Our teams provide small project management, Preventive Maintenance (PM) services, Corrective Maintenance (CM) services, and Tenant Improvements (TI). FMD also works with contracted vendor services to provide specific PM and CM services throughout county owned facilities. FMD services include small project planning, maintenance, painting, plumbing, electrician, carpentry, utility services, security electronics, custodial, floor care, engineering, warehouse services, and more. When a request is received, FMD will route the request to the appropriate team for completion, pending scope, complexity, and cost of the project.

The maintenance, custodial, repair, and project services completed by FMD staff typically fall into these main categories:

- Preventative Maintenance (PM)
- Corrective Maintenance (CM)
- Tenant Improvements (TI)
- Discretionary Capital Projects
- Major Maintenance Capital Projects

### Preventive Maintenance (PM)

Preventive Maintenance (PM) refers to planned services provided on building infrastructure at set intervals dependent on the building system. FMD determines the appropriate intervals of PM service, costs associated with PM work are included in assessed square footage charge.

### Corrective Maintenance (CM)

Corrective Maintenance (CM) are services to repair building systems, components, and infrastructure due to general wear and tear or damage. FMD costs associated with CM work are included in the assessed square footage charge.

### Tenant Improvements (TI)

Tenant Improvement (TI) are services provided by FMD to tenant spaces to change or update the facilities from their current state. All TI's are completed at the request of the tenant and tenant is responsible for costs associated with the TI request.

### Discretionary Capital Projects

Discretionary Capital Projects are unique projects for tenant or agency specific program infrastructure improvements. Examples include new or reconfigured court facilities, health clinics, police precincts, and security electronics system upgrades. These projects are usually funded through the County's Building Repair & Replacement Fund and typically range in value from \$50K to \$10M.

### Major Maintenance Capital Projects

Major Maintenance Capital Projects include replacement of major building systems and components so that each building will realize its full useful life. Examples include replacement of heating, cooling, and ventilation equipment, and roofing and plumbing systems. Major maintenance projects are funded under the County's Major Maintenance Reserve fund. Priority projects are identified through periodic Facility Condition Assessments and input from FMD building maintenance staff and tenants. Major maintenance funds are not to be used for routine maintenance or for programmatic improvements.

## Description of Base Service Levels

### Service Hours and Holiday Closures

Individual building service hours are defined in the FMD list of properties and services. Generally, FMD skilled trades staff are conducting work 7:00am – 3:30pm Monday – Friday. FMD custodial staff often operate after standard office hours. FMD has staff available to support the 24/7 operations of the County and a process to call in staff resources in case of emergency. FMD supported contractors may

operate outside of standard hours (example: elevator contractors). When operating at non-standard hours, FMD strives to coordinate with agencies.

FMD follows the observed King County Holiday closures for: New Year’s Day, Martin Luther King Jr. Day, Presidents’ Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Indigenous Peoples’ Day, Veterans Day, Thanksgiving and Christmas. The specific dates and information about other service impacts can be found on the King County website. On these days FMD does not provide regular Custodial or in-person Security services. The building systems, such as lights and air, may be adjusted in alignment with our sustainability practices. Tenants with one-off operational needs on these days should submit a request in alignment with the service request process. Tenants with regular operational needs on observed holidays, should coordinate a change in service request with CCT.

## BOS

[waiting for chart of services]

Custodial

Operating Hours – HVAC Lights/Air

Building Temperatures

## Security

Category	Standard Level of Service
All King County FMD managed facilities	Receives remote (camera and alarm) and rover support 24/7.
Downtown campus (FMD owned and operated)	Receives in-person security support during business/ operating hours.
Correctional/ multifunctional courthouse facilities (minus KCCF) *with after hour traffic	Receives weapons screening support outside of business hours.
**Additional security may be requested for special events, projects, or other requests at burden rates provided by FMD Finance. These additional requests can be short or long term, but approval will also depend on staffing availability and impact with priority going to the security SLC.	

## Service Requests

FMD intakes customer service requests through the FMD Customer Care Team (CCT). Emergency or urgent requests should always be called in to ensure appropriate escalation. The CCT phone number is: 206-477-9400 and is monitored 8:00am – 4:30pm on King County business days. After hours and on weekends, the number will redirect customer to the Emergency Dispatch Center (EDC). There should always be an FMD staff member available via phone.

Service requests that are not emergencies or urgent in nature will be addressed as operational priorities allow. These requests are typically categorized as one of the following:

**Service Request/Work Order** – Process which allows a customer to identify a need and to request work to be completed. Customers who frequently enter Service Requests, can reach out to CCT to be added to our work order system as a direct Service Requestor. General service requests can be submitted via phone, email, or form as outlined on the FMD website.

**Space Requests** – Requests to increase or reduce space, change space design, or improve space efficiency (may turn into a work authorization or capital request). Space Request forms are available on the FMD website.

**After-Hours Service (Lights & Air)** – Requests to utilize space outside of typical business hours which requires FMD approval and billable coding provided by the requestor. Lights & Air forms are available on the FMD website.

**Special Event Service** – Requests to utilize space for a special event, which may or may not be outside of typical business hours, requires FMD approval and billable coding provided by the requestor. Special events may require additional custodial and security services, access needs, and room setups.

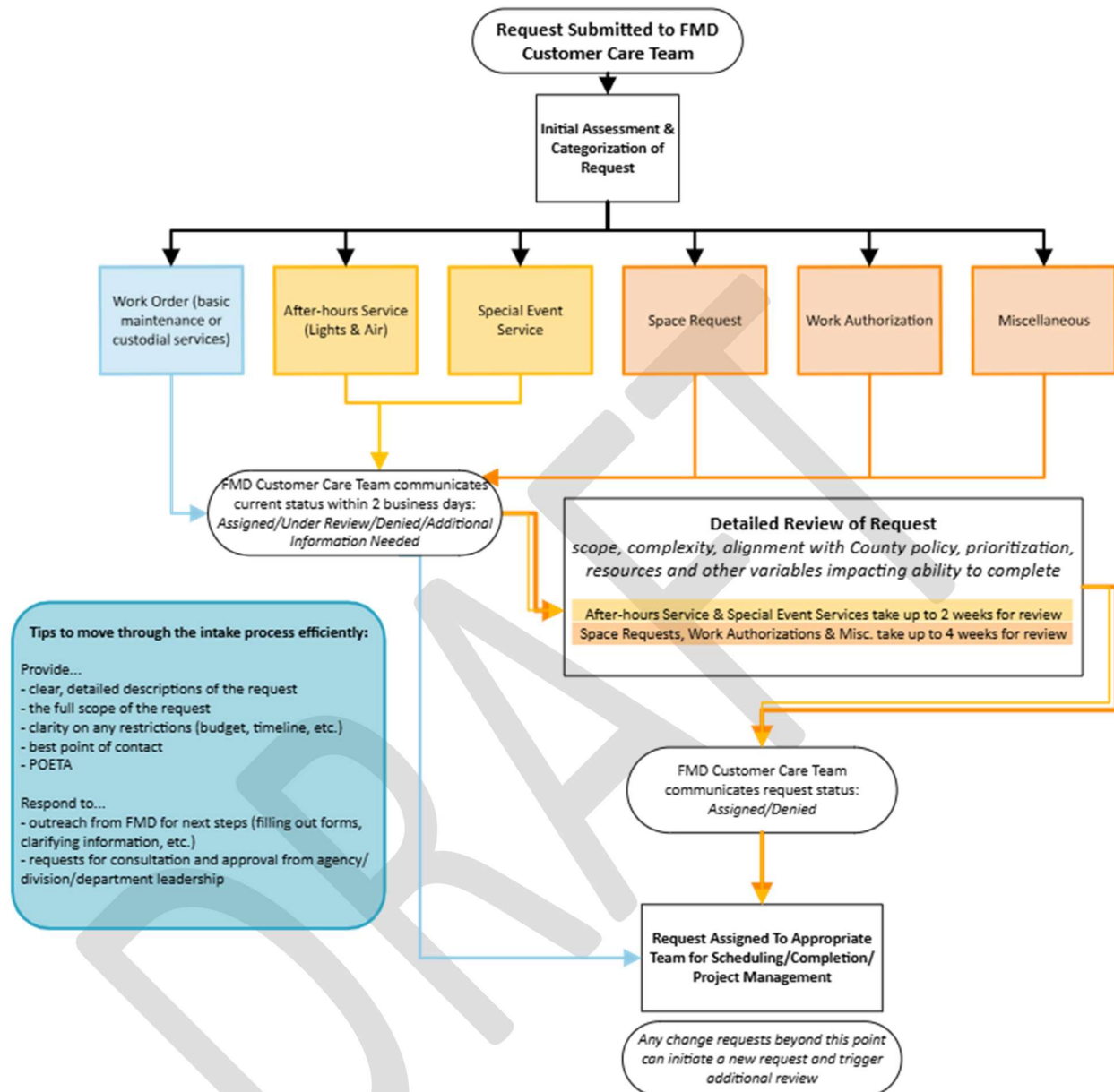
**Work Authorization** – A service agreement between FMD and a requesting King County agency. This would include an agreed upon cost estimate provided by FMD and billable coding provided by the requesting agency. Work Authorizations are paid by the agency and require the agency to fill out a request form, obtain an estimate, and agree to pay for the services prior to the work starting.

## Lifecycle of a Service/Project Request

### Request Intake

When a request is submitted to FMD Customer Care Team, it undergoes an initial internal FMD review. Requests that fall into the Corrective Maintenance (CM) or Tenant Improvement (TI) categories of service are typically directly assigned to a trade group for scheduling and completion. FMD will determine whether a request is CM or TI. POETA is required to complete TI requests. All other requests typically involve a more detailed review to ensure relevant information has been gathered and the request can be assigned to the appropriate team for scheduling and completion.

## FMD Request Intake Process



## Request Prioritization & Scheduling

FMD has an internal prioritization and scheduling process. Customers are encouraged to communicate timeline and priority needs in their request scope; however, FMD will set the schedule and priority for request completion. When determining priority, FMD considers many factors including life safety, building safety, building codes, RAMP policies, King County code, resource allocation, staff time, staff availability, operations in 24/7 buildings, general operational needs, time constraints, external factors (ex: weather), funding, and senior leadership approval. Space Requests and project requests of a certain scope may require additional approvals before being assigned.



When scheduling Work Authorizations, FMD must comply with internal financial policies and deadlines. This can impact service requests that require Work Authorization at the end of the fiscal year. For reasonable consideration and completion, keep the following yearend deadlines in mind:

- **September 1:** Project requests submitted to FMD for completion in current year
- **October 15:** Work Authorization approval confirmation received by FMD

This allows time for projects to be reviewed, scope and funding confirmed, scheduled, and materials procured within fiscal deadline requirements.

## Additional FMD Services for all King County Agencies

### Parking Garage Management

#### King County Parking Facilities

The following requirements apply to King County parking facilities including the Goat Hill Parking Garage, Patricia H. Clark Children and Family Justice Center, and King Street Center Parking Garage. FMD also manages restricted parking areas in the Chinook Building and King County Courthouse Garages.

#### Employee monthly parking

Parking rates and procedures for changes to those rates for reserved and unreserved employee monthly parking are established by the King County Council and are adopted as part of the King County Code. Any applicable taxes and fees for employee monthly parking are added to the base parking rate. Employee monthly parking (either reserved or unreserved) is available in the Goat Hill and King Street Center Parking Garages to all employees on a space available basis. Monthly parking at the Patricia H. Clark Children and Family Justice Center is available to permanently assigned staff of the justice center only. Monthly parking for all FMD managed parking garages is by payroll deduction only. Employees may apply for monthly parking by completing the application provided by the parking garage operator or FMD Parking Operations. Each employee is responsible for the cancelation of their monthly parking 30-days prior to the desired cancelation date.

#### Parking validation accounts

County agencies may coordinate the purchase of parking validation, or the enrollment of an online validation account from the County's parking garage operator for Goat Hill Garage and King Street Center Parking only. Parking validation shall be used for county business activities only, for example reimbursing volunteers who serve on official county boards and commissions. Agencies must designate validation web-portal access for individuals who are authorized to approve validated parking.

Additional information can be found online at: The [FMD Parking Management](#) website.

### ID Access

FMD ID Access provides badge access for all King County Employees. For policies and processes related to building access and ID cards, please visit the ID Access website.

### Printing Services

The FMD Print Shop provides mass and specialty printing services. Per [Executive Order Document ACO 8-16\(AEO\)](#), "All departments, divisions, agencies, and programs within County government are...

directed to submit print and graphic projects to and utilize DES' centralized graphics/printing services." For more information regarding printing services, visit the [Print Shop](#) website.

### Conference Room Management

FMD manages shared conference room space at King Street and Chinook. Conference room spaces can be booked through Outlook. Moving furniture within these spaces must be done by FMD staff. Customers can request room setups through FMD CCT.

KCIT manages installation and maintenance of technology equipment in the centralized conference rooms (for example: interactive white boards, projectors, telephones and conference call speaker phones). For questions or concerns with these items, contact KCIT.

# FACILITIES MANAGEMENT DIVISION

## Vision

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*Maintaining Today, Building Tomorrow.*

## Mission

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*To provide safe, welcoming, and sustainable facilities for King County.*

## Overview

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*The Facilities Management Division (FMD) has over 350 employees and includes the following major sections:*

**Director's Office:** Responsible for cross-functional programs that impact the work of other FMD sections, including, but not limited to, legislation, communications, emergency management, energy and sustainability, records, training, and continuous improvement.

**Building Operations:** Responsible for providing high quality custodial, maintenance, and operations services, and delivering on small capital projects to efficiently support and maintain FMD managed facilities, including Health Through Housing facilities.

**Capital Project Delivery:** Responsible for delivering large-scale projects at FMD owned and/or managed locations, including Health Through Housing facilities, in alignment with the policy directives of King County government, the facility needs of employees and the public, and for overall service to the community.

**Capital Project Planning:** Responsible for systems and asset management programs, overseeing all FMD maintenance and construction contracts, planning and capital finance processes for all capital projects, regardless of size, and delivering on major capital projects.

**Customer Experience:** Responsible for intake of all FMD customers' workorders, including building maintenance, King County employee badging, and KC printshop orders, and providing positive customer interactions with FMD through the main intake units of Customer Care, ID Access, Parking, and the Print Shop.

**Finance:** Responsible for providing quality budgeting, accounting, providing financial information to division operations, and oversight of FMD business practices, and coordination between units.

**Real Estate Services:** Responsible for acquiring property, negotiating leases, property management, and space allocation for most county services. The section maintains a centralized inventory system of all County-owned real property and conducts sales of surplus property. Real Estate Services processes utility permits, easements, rights-of-way construction permits, and utility franchise agreements.

**Security:** Responsible for providing security planning, installation and maintenance of security systems, physical security support, and secure access to work areas in FMD owned and managed locations.

FMD has internal and external customers. Internal services include security, maintenance, and tenant improvements in FMD managed (owned or leased) locations, agency moves, and the purchase or lease of properties to meet agency specific needs.

External services include parking around or near FMD buildings for the public as well as employees, security for visitors to FMD managed (owned or leased) locations, life and safety systems management for county-owned facilities, including Health Through Housing locations, and sales and purchase of property.

FMD services are distributed throughout the County.

The division's Senior Leadership Team establish long-term goals, creates a unified culture, and values, and provides programmatic direction and cross-functional coordination.

**FMD's long-term strategy derives from the FMD Strategic Plan Goals and Goal Statements:**

**Climate, Equity, and Social Justice** – Climate, Equity, and Social Justice and King County Values are exemplified in FMD's people, practices, policies, and decision making.

**Customer Experience** - FMD focuses on the customer and anticipates their needs.

**Operational Excellence** - FMD embodies Best Run Government by continuously focusing on innovation and operating efficiently and effectively.

**Financial Stewardship** - FMD advances a healthy, resilient, and sustainable future through stewardship of our financial resources.

**Employee Development** - FMD employees are trusted, respected, engaged, and empowered to perform well and grow their professional skills. FMD works to create an environment of trust across the organization.

FMD's strategic direction is also driven by the Department of Executive Services (DES) 10-Year Strategic Plan, especially the goals and objectives of equity, customer service, operational excellence, resources stewardship, and employee engagement and well-being. The FMD Clarity Map, combined with the DES 10-Year Strategic Plan and the Executive's Priorities, allows FMD to create alignment up and down the organizational hierarchy for making decisions and achieving results.

## Challenges, Opportunities and Strategic Issues

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- *Succession planning resulting from higher turnover rate and retirements within the context of a tight labor market and changing work environments*
- *Working in partnership with DCHS, continuing the process of “standing up” the Health Through Housing and Crisis Care centers*
- *Working in partnership with DAJD and Jail Health (DPH) to implement the settlement agreement with the Department of Justice and improve the accessibility of adult detention facilities*
- *Expansion of All People Restrooms to provide more equitable access to needed facilities for all County employees and the public*
- *Reorganization of the sections responsible for capital projects, including the creation of a new Capital Project Planning section to focus on planning, forecasting, and transparency in the process of delivering on capital projects*
- *Building out the continuous improvement program within FMD, helping all sections create standard work, with a focus on operating and capital project forecasting and reporting*
- *Advancing the Strategic Climate Action Plan (SCAP) by investing in Electric Vehicle (EV) infrastructure in County owned and managed parking areas*
- *Follow through on commitments to FMD employees to emphasize a respectful and responsive workplace where employees can thrive*
- *Implementing the evolving Future of Work and Return to Office Plans*
- *Civic campus safety planning, in collaboration with partner agencies and tenants*

## 2026-2027 Priorities

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*FMD Priorities for the 2026-2027 budget biennium are:*

- *Demonstrate ESJ and True North Values in FMD’s policies, practices, and decision-making – with an emphasis on employee development and facility accessibility*
- *Improve FMD’s Reputation, Morale, and Service Delivery, specifically by expanding, formalizing, and resourcing FMD’s continuous improvement program*
- *Meet FMD’s SCAP goals*
- *Support KC’s Return to Office and space planning needs*

## Equity & Social Justice

FMD is committed to advancing equity and social justice for FMD staff, all County staff, and within King County as a whole.

The FMD Change Team and leadership are working to help the organization, as a whole and individual sections, to operationalize and advance equity values and principles. Discussions of equity and social justice issues are a regular topic in leadership and section meetings, and an equity lens is regularly applied to division decisions. In 2024, FMD hired a new PPM III to develop an employee development program. The program manager has been working with a cross-functional team to create a process to allocate current training dollars equitably, with an emphasis on

accessibility, to help FMD staff in career progression, while ensuring all FMD staff have required training.

FMD is dedicated to helping create a more equitable physical environment for all County staff. To further advance equity, FMD will complete the 2nd phase and begin the 3<sup>rd</sup> of a multi-year and multi-phase capital improvement plan to provide All People Restrooms in FMD buildings so that all County employees and the public who use services in county buildings will have respectful access to restrooms that are safe and gender affirming. FMD will also be partnering with other agencies who have their own facilities (Transit, Roads, DNRP) to make sure that these facilities are available to all County employees.

To create a more accessible physical environment for all county employees and the public who use our buildings, FMD is hiring a PPM IV in 2025 to be an ADA Coordinator for FMD managed buildings. This position will oversee the planning for the physical changes required by the DOJ settlement at the County's adult correctional facilities, review all new projects to ensure ADA and other accessible building code compliance, and create a transition plan to increase accessibility at all FMD managed sites.

In the interest of advancing equity and social justice throughout King County, FMD will be continuing our partnership with DCHS on the Health Through Housing and Crisis Care Centers initiatives. Health Through Housing provides long-term supportive housing to those within our community who are currently unhoused. The Crisis Care Centers initiative provides facilities that are a viable alternative to jails or emergency rooms for people who are undergoing a mental health or addiction related crisis. The voter-approved levy envisions five crisis care centers throughout King County. FMD will continue the work of acquiring and "standing up" the facilities for these initiatives and FMD will remain responsible for life and safety systems at these locations.

## Climate and Sustainability

FMD strives to operate, maintain, renovate, and build county facilities sustainably and responsibly to maximize reductions in greenhouse gas emissions, optimize efficiency and conservation, and eliminate unnecessary waste. With any county facility, there are several applicable plans, policies, and codes that dictate climate, sustainability, and environmental actions and requirements, including, but not limited to: [King County Strategic Climate Action Plan](#), [Green Building Ordinance and Code](#), [Re+ Strategic Plan](#), [RCW 70A.205](#), [RCW 29.26](#), etc.

To advance and comply with these actions and requirements in the 2026-27 budget biennium, FMD Climate + Sustainability program will continue to plan for and execute projects to:

- *Upgrade expand Electric Vehicle Charging Infrastructure (EVCI), including deployment of chargers, at Goat Hill Garage, King Street Center, Black River, and Orcas to support county fleet vehicles as they electrify.*
- *In collaboration with external partners, analyze feasibility, and develop preliminary plans/designs for establishing Energy Districts in support of decarbonizing county facilities and meeting efficiency and emissions targets.*
- *Conduct energy audits to establish facility decarbonization and resource efficiency road maps and to comply with local and state performance standards.*

- *Streamline waste collection to maximize recycling, composting, and waste diversion from landfills at county facilities to support the county's zero waste goals and comply with local and state requirements*
- *Support and maximize the reuse and reallocation of lightly used resources (e.g., desks, chairs, cubicles) within the county in support circular economy efforts and to minimize landfill waste.*

## Future of Work and Return to Office

The pandemic changed the way we all work with many agencies planning on continuing to keep their staff on work-from-home or hybrid assignments. In late 2024, the Executive announced a Return to Office initiative with the goal of having most county employees back in the office at least three days a week, requiring changes to many agencies' space plans. This has impacted FMD in a unique way, as the buildings are not just where we work but they *are* our work.

An update of the Real Asset Management Plan (RAMP) is due to Council late in 2025 and will reflect key changes to FMD's real estate portfolio and policies as we work with our client agencies to re-think the way we use space. The RAMP will also respond to the county Auditor's request to collect and use building utilization data in future space planning decisions. (RAMP policy factors also include ESJ and SCAP goals.)

As part of the Return to Office initiative, FMD will work with agency partners to review their spaces plans and help them maximize use of their current space. In addition, FMD will review its portfolio to expand the Communal Space project, providing additional conference rooms and hoteling desks. This effort will allow agencies to better meet the county-wide Return to Office goals without agencies necessarily having to increase their individual footprints.

FMD will continue to be a partner in the development of the new Civic Campus Master Plan, as the county reimagines what it means to have a presence in downtown Seattle, and how that space (and how FMD manages it) can best reflect the County's values and goals.

## Key Investments for 2026-2027

*Key Investments for the 2026-2027 budget biennium for the FMD Internal Service Fund are:*

- *Security Electronics Equipment – increase budget to address increased need and rising costs*
- *Asset Management program – increase division's capacity to track and perform routine maintenance, thereby reducing emergency calls*
- *DAS Maintenance – to support distributed antenna system maintenance and annual testing*
- *Contract Specialist – to support contract management related, thereby ensuring favorable terms, contractor compliance, effectively managed contract lifecycles*
- *Health Through Housing – increase staff to support facilities maintenance of three additional operator-led properties to the DCHS program*
- *Continuous Improvement – investment to the FMD Director's Office to further develop the division's continuous improvement program, including administrative support, backfilling resources, and consultant services*



*Key Investments for the 2026-2027 budget biennium for the FMD Capital Program are:*

- *Electric Vehicle Charging Stations – funding for infrastructure planning and project completion*
- *Health Through Housing – funding for capital needs across HTH portfolio*
- *Department of Public Defense Office Space at Dexter Horton building– funding for tenant improvements for critical and growing county services*
- *Cyber Security Upgrade – funding for new panels and card readers across 46 KC facilities*
- *Distributed Antenna System – funding for procurement and installation of critical safety system*
- *ADA Related Projects at MRJC and KCCF – funding to address ADA non-compliance deficiencies*
- *24/7 Facility Upgrades – funding for facility improvements based on Facilities Condition Assessment at the jails, courthouse, and Regional Communication and Emergency Coordination Center (RCECC) – improve service delivery and fire, life, safety systems*
- *King County Clean Building Performance Standards – energy efficiency measures for compliance*
- *Elevator upgrades at priority sites – design, upgrade, and/or replacement, as identified in Countywide Elevator Equipment Assessment*
- *Heat Pump Replacement – planning, design, implementation at KC’s newest downtown facility*
- *Phase 3 of All People Restroom project – broader access to accessible, “fully converted,” gender-affirming All People Restrooms in multiple county-owned buildings*

## Risks to the budget:

- *Pressure to reduce central rates as stress increases on the General Fund*
- *Underfunding of the major maintenance reserve fund for building upkeep resulting in deferred maintenance of County buildings, including the newest acquisitions*
- *Previously deferred maintenance of County buildings resulting in emergency maintenance needs*

## Annual Implementation Plans

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*FMD Annual Implementation Plans can be found at this link [2025 DES Implementation Plan](#).*

Property Name	Address	City	SF	Tenants	Building Catagory
Youth Service Center	1211 East Alder	Seattle	255119	DAJD, KCDC, DCHS, DJA, PAO, KCSC	Courts & Law Enforcement
KCSO South County Precinct 4 & District Court	14905 6th Ave SW	Burien	11890	KCSO, DC	Courts & Law Enforcement
Lake Youngs Emergency Service	16645 SE Old Petrovitsky Rd	Renton	0	KCSO	Courts & Law Enforcement
Shoreline District Court	18050 Meridian Ave N	Shoreline	11895	DC	Courts & Law Enforcement
KCSO North County Precinct #2	18118 73rd Ave NE	Kenmore	9189	KCSO	Courts & Law Enforcement
KCSO East County Precinct #3	22300 SE 231st St	Maple Valley	14542	KCSO	Courts & Law Enforcement
Ravensdale Gun Range	26520 292 Ave SE	Ravensdale	3840	KCSO	Courts & Law Enforcement
Clark Children & Family Justice Center	300 12th Ave	Seattle	239200	DAJD, PAO, DPD, DJA, KCSC, DC, KCSO, WA State OPD	Courts & Law Enforcement
Regional Communications and Emergency Coordination Center	3511 NE 2nd S	Renton	34870	KCSO	Courts & Law Enforcement
Maleng Regional Justice Center	401 4th Ave N	Kent	356500	DAJD, PAO, DPD, DJA, KCSC, DC, KCSO, WA State OPD	Courts & Law Enforcement
King County Correctional Facility	500 5th Ave	Seattle	385274	DAJD	Courts & Law Enforcement
King County Courthouse	516 3rd Ave	Seattle	385274	DAJD, PAO, KCSO, KCSC, DC, DJA, Council	Courts & Law Enforcement
Issaquah District Court	5415 220th Ave SE	Issaquah	16666	DCHS, KCIT, DES, DAJD, Regional Homeless Authority	Courts & Law Enforcement
Redmond District Court	8601 160th Ave NE	Redmond	11996	DC	Courts & Law Enforcement
North Lake Marina	1301 N Northlake Way	Seattle	5720	Non-County Tenants	Financial Investment Properties
Harbor Bond	Ohio Ave S	Seattle	192611	Non-County Tenants	Financial Investment Properties
Boren Garage	1017 Terrace St	Seattle	113770	UW Medicine	Harborview Medical Campus

Property Name	Address	City	SF	Tenants	Building Catagory
Pioneer Square Clinic	206 3rd Ave S	Seattle	11520	UW Medicine	Harborview Medical Campus
Firehouse	301 Terry Ave	Seattle	7930	UW Medicine	Harborview Medical Campus
Research & Training Building	310 9th Ave	Seattle	176855	UW Medicine	Harborview Medical Campus
Harborview Alley	319 Terry Ave	Seattle	0	Future Co-location for Bond Program	Harborview Medical Campus
Harborview Main Hospital	325 9th Ave, 329 9th Ave, 326 8th Ave	Seattle	992925	UW Medicine, DPH	Harborview Medical Campus
Pat Steel Building	401 Broadway	Seattle	156800	UW Medicine	Harborview Medical Campus
Maleng Building	410 9th Ave	Seattle	244380	UW Medicine	Harborview Medical Campus
Public Safety Building	505 9th Ave	Seattle	5758	UW Medicine	Harborview Medical Campus
Harborview Childcare Center	600 8th Ave, 601 9th Ave, 609 9th Ave	Seattle	5700	UW Medicine, Non-County Tenants	Harborview Medical Campus
View Park Garage	778 Alder St	Seattle	232235	UW Medicine	Harborview Medical Campus
Harborview Hall	300 9th Ave, 320 9th Ave, 326 9th Ave	Seattle	95915	DCHS	Harborview Medical Campus
Ninth & Jefferson Building	908 Jefferson St	Seattle	9000	DPH, KCSC, UW Medicine	Harborview Medical Campus
9th & Alder	9th and Alder	Seattle	0	Vacant Land	Harborview Medical Campus
Sharyn Grayson House	1010 E Republican St	Seattle	10929	DCHS	Health Through Housing
La Quinta	10530 Northup Way	Kirkland	59148	DCHS	Health Through Housing
Sidney Wilson House	1150 Oakesdale Ave SW	Renton	67842	DCHS	Health Through Housing
The Gateway	13330 Stone Ave N	Seattle	53203	DCHS	Health Through Housing
The Booker House	1400 S 320th St	Federal Way	43620	DCHS	Health Through Housing
Mary Pilgrim Inn	14115 Aurora Ave N	Seattle	51390	DCHS	Health Through Housing
Haven Heights	2122 152nd Ave Ne	Redmond	29510	DCHS	Health Through Housing
Salmonberry Lofts	224 S Washington St	Seattle	32062	DCHS	Health Through Housing
Argyle	411 Jefferson St	Seattle	6552	DCHS	Health Through Housing
The Bob G Inn	505 1st Ave N	Seattle	14574	DCHS	Health Through Housing
Don's Place	9 16th St NW	Auburn	36269	DCHS	Health Through Housing
Renton Red Lion Hotel	1 S Grady Way	Renton	61200	DCHS	Health Through Housing - surplus process underway

Property Name	Address	City	SF	Tenants	Building Catagory
Central Motel	1233 Central Ave N	Kent	21672	DCHS	Health Through Housing - surplus process underway
Kent Valley Professional Plaza	124 4th Ave S	Kent	22969	DPD, Non-County Tenants	Office Buildings
King Street Center	201 S Jackson St	Seattle	321474	DES, DLS, DNRP, DHR, DPH, KCIT, FBOD, RALS, OEFA, ORMS, Transit, Assessor, WA State Auditor, Retail	Office Buildings
Yesler Bldg	400 Yesler Way	Seattle	90040	DCHS, KCIT, DES, DAJD, Regional Homeless Authority	Office Buildings
Chinook Bldg	401 5th Ave	Seattle	303939	FMD, DES, DPH, EXEC, DCHS, PSB, OLR, Retail, FBOD, KCIT	Office Buildings
Barclay Dean Bldg	4623 7th Ave S	Seattle	19207	KCSO	Office Buildings
Administration Bldg	500 4th Ave	Seattle	157329	Vacant	Office Buildings
Dexter Horton Bldg	710 2nd Ave	Seattle	336355	?, Non-County Tenants	Office Buildings
Black River Bldg	900 Oakesdale Ave SW	Renton	66852	KCSO, Assessor	Office Buildings
Elections/Earlington Bldg	919 SW Grady Way	Renton	94790	Elections	Office Buildings
Archives Bldg	1215 E Fir St	Seattle	17000	RALS	Other Properties
Comet Lodge Cemetery	2000 S Graham St	Seattle	0	None	Other Properties
Regional Animal Services of King County	21615 64th Ave S	Kent	9877	DES	Other Properties
Goat Hill Garage	415 6th Ave	Seattle	241811	DES	Other Properties
Regional Animal Services of King County - S 194th St	5920 S 194th St	Kent	47321	DES	Other Properties
Orcas Bldg	707 S Orcas St	Seattle	27680	DES	Other Properties

Property Name	Address	City	SF	Tenants	Building Catagory
North Dist. Public Health Ctr	10521 Meridian Ave N	Seattle	35989	DPH	Public Health & Human Services
Eastgate Health Center	14350 SE Eastgate Way	Bellevue	24234	DPH	Public Health & Human Services
Shoreline Behavioral Health Center	1514 NE 146th St	Shoreline	1410	DCHS	Public Health & Human Services
Sobering Center Sodo	1950 1st Ave S	Seattle	26644	DCHS	Public Health & Human Services
Cascade Hall Residential Facility	204 NE 94th St	Seattle	16640	DCHS	Public Health & Human Services
Downtown Public Health	2124 4th Ave	Seattle	24000	DPH	Public Health & Human Services
Federal Way Public Health	33431 13th Pl S	Federal Way	20145	DPH	Public Health & Human Services
4th & Jefferson Bldg	420 4th Ave	Seattle	10556	DCHS	Public Health & Human Services

### Acquisitions

Building Name	Address	City	King County Program/Use	Year Acquired
RASKC Shelter	5920 S 194th St	Kent	Animal Shelter	2025
Dexter Horton	710 Second Avenue	Seattle	Civic Campus	2024
Sobering Center Sodo	1950 1st Ave S	Seattle	DCHS	2025
Shoreline Behavioral Health Center	1514 NE 146th St	Shoreline	DCHS	2024
Cascade Hall Residential Facility	204 NE 94th St	Seattle	DCHS	2022
Renton (former) Red Lion Hotel	1 S Grady Way	Seattle	Former Isolation and Quarantine Shelter – Surplus process underway	2024
Central Motel	1233 Central Ave N	Kent	Former Isolation and Quarantine Shelter – Surplus process underway	2020
Kent Valley Professional Center	124 4th Ave S	Kent	General Portfolio/Retail Space	2019
9th & Alder	755 Alder St	Seattle	Haborview Bond Project	2024
Sharyn Grayson House	1010 E Republican St	Seattle	HTH	2023
La Quinta	10530 Northup Way	Kirkland	HTH	2022
Argyle Building	411 Jefferson St	Seattle	HTH	2021
Bob G Inn	505 1st Ave North	Seattle	HTH	2021
Don's Place	9 16th ST NW	Auburn	HTH	2021
Haven Heights	2122 152nd AVE NE	Redmond	HTH	2021
Mary Pilgrim Inn	14115 Aurora Ave N	Seattle	HTH	2021
Salmonberry Lofts	224 S Washington St	Seattle	HTH	2021
Sidney Wilson House	1150 Oakesdale Ave SW	Renton	HTH	2021
The Booker House	1400 S 320th St	Federal Way	HTH	2021
The Gateway	13300 Stone Ave N	Seattle	HTH	2021
Federal Way Extended Stay	1688 S 348TH ST	Federal Way	HTH	2021
Downtown Public Health	2124 4th Ave	Seattle	Public Health Facility	2020

### Dispositions

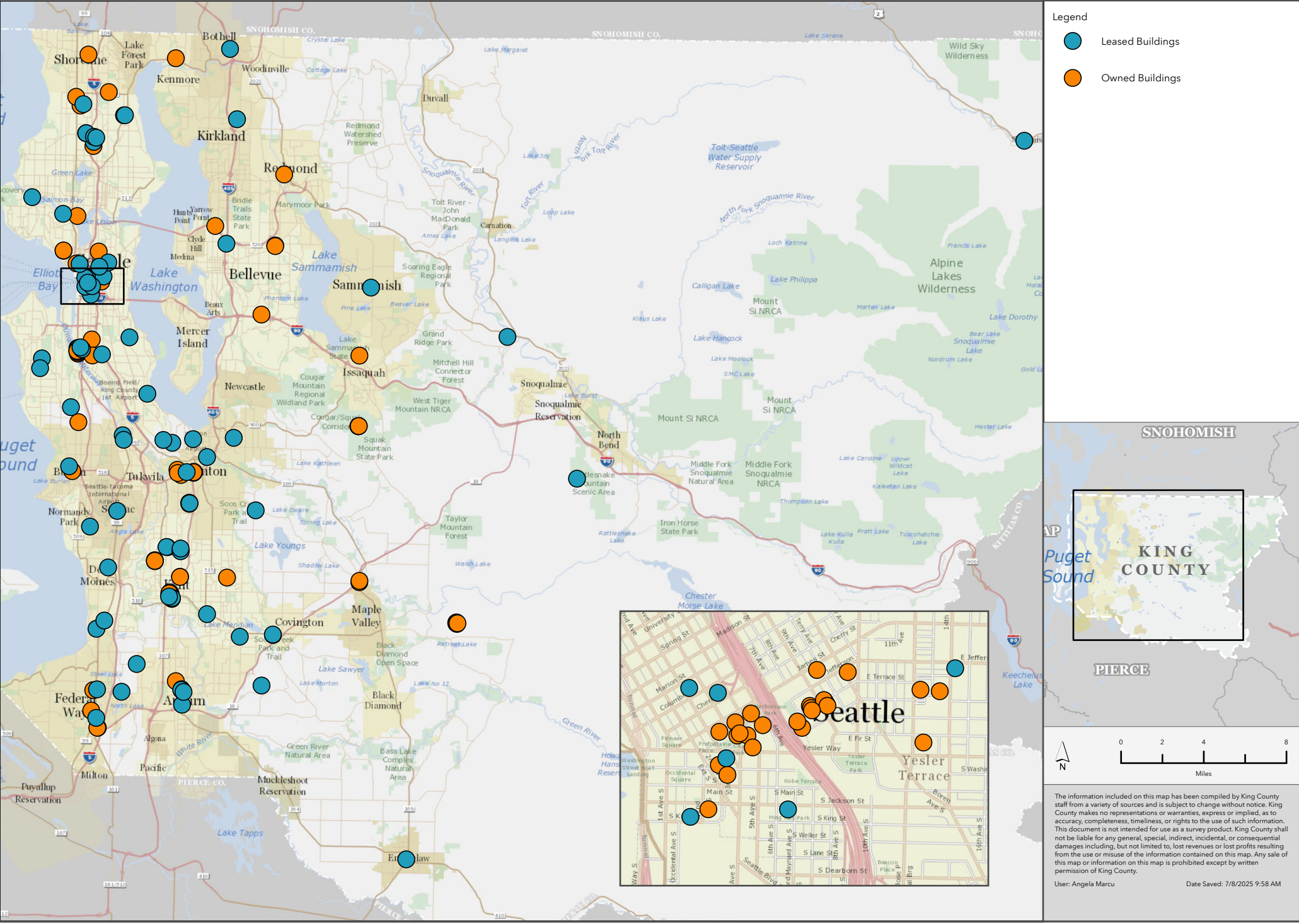
Building Name	Address	City	King County Program/Use	Year Relinquished
White Center Public Health - Mary's Place	10821 8TH AVE SW	Seattle	Public Health	2024

**Building Changes from 2019 to 2025**

2019 Building Name	2025 Building Name	Change
Burien District Court	KCSO South County Precinct 4 & District Court	Official address for both tenants is now the same
KCSO South County Precinct #4		
Ravensdale Gun Range	Ravensdale Gun Range	Type changed from "Other Building" to "Courts & Law Enforcement"
North Seattle - Vacant land	North Dist. Public Health Ctr	Public Health building built on the site
Kenmore Building - Mary's Place	KCSO North County Precinct #2	Type changed from "Public Health & Human Services" to "Courts & Law Enforcement"
Unlisted	Lake Youngs Emergency Service	Not listed in 2019 due to there not being a building on the site
Unlisted	North Lake Marina	Not listed in 2019 due to being investment properties
	Harbor Bond	
Harborview Campus	Boren Garage	Properties were listed inclusively as Harborview Campus
	Pioneer Square Clinic	
	Firehouse	
	Research & Training Building	
	Harborview Alley	
	Harborview Main Hospital	
	Pat Steel Building	
	Maleng Building	
	Public Safety Building	
	Harborview Childcare Center	
	View Park Garage	
	Ninth & Jefferson Building	



King County Real Property Assets  
Facilities Management owned & leased



Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
Auburn District Court	340 East Main St	Auburn	12,400	MTM	KCDC	Courts & Law Enforcement	
District Court Vashon	10011 SW Bank Road	Vashon	2,600	2/19/2029	KCDC, KCSO	Courts & Law Enforcement	
KCSO Storefront Vashon	10011 SW Bank Road	Vashon	940	2/19/2029	KCSO	Courts & Law Enforcement	
114 Railroad Ave W	114 Railroad Ave W	Skykomish	100	3/31/2029	KCSO	Courts & Law Enforcement	
KSCO Storefront Skyway	12629 Renton Ave S	King County	1,216	7/31/2026	KCSO	Courts & Law Enforcement	
KCSO Fairwood Storefront	14201 Petrovitsky Rd	Renton	1,000	12/31/2026	KCSO	Courts & Law Enforcement	
KSCO Storefront Fairwood	17620 140th Ave SE	Renton	1,000	12/31/2026	KCSO	Courts & Law Enforcement	
SeaTac Office Center	17930 Pacific Hwy S North Tower	SeaTac	8,294	6/29/2027	KCSO	Courts & Law Enforcement	
KCSO Marine Patrol	22307 Dock Ave S	Des Moines	800	M-M	KCSO	Courts & Law Enforcement	
KCSO Marine Patrol	4100 Carillon Point	Kirkland	# slips	M-M	KCSO	Courts & Law Enforcement	
KCFPD #27 KCSO 4301	4301 334th PL SE	Fall City	125	MTM	KCSO	Courts & Law Enforcement	
Lake Dolloff	4966 S 298th St	Auburn	144	1/31/2030	KCSO	Courts & Law Enforcement	
KCSO Hangar	750 W Perimeter Rd	Renton	10,505	5/31/2035	KCSO	Courts & Law Enforcement	
KSCO Precinct 2	801 228th Ave SE	Sammamish	5,200	2/16/2027	KCSO	Courts & Law Enforcement	
Snoqualmie Pass Fire & Rescue	1211 State Route 906	Kittitas County	250	M-M	KCSO Joint Operation	Courts & Law Enforcement	
451 Earlington Plaza	451 SW 10th	Renton	3,474	11/6/2026	SUPCT	Courts & Law Enforcement	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
Central Motel (Land lease)	1233 Central Ave N	Kent	36,698	5/11/2049	FMD	Hotel	For disposition.
Work Source - Tukwila	645 Andover Park W	Tukwila	20,926	8/31/2029	DCHS	Office	
Vets - Parkwest Commons	625 Andover Park W	Tukwila	9,085	8/31/2029	DCHS	Office	
Vashon DLS	17141 Vashon Hwy SW	Vashon	100	12/31/2025	DLS	Office	
Skyway Resource Center	12610 76th Ave South	Seattle	455	12/31/2028	DLS, DPH	Office	
JEFFERSON BLDG	1401 E Jefferson St	Seattle	21,039	5/31/2035	DPD	Office	
Ninth & Jefferson Building	908 Jefferson St	Seattle	963	3/31/2027	DPD	Office	
Meeker Law Building	420 W Harrison St	Kent	24,370	6/30/2029	DPD ACA	Office	
SeaTac Village Shopping Center	1700 S 320th St	Federal Way	1,813	10/31/2027	DPH	Office	
Environmental Health North Cr.	19119 North Creek Parkway	Bothell	2,487	9/30/2028	DPH	Office	
Ninth & Jefferson Building	908 Jefferson St	Seattle	44,000	12/31/2036	FMD Harborview	Office	
Columbia Center	701 5th Ave	Seattle	34,548	8/21/2033	PAO	Office	
PAO Family Support	724 W Smith St.	Kent	6,090	8/31/2026	PAO	Office	
Cedar Hills Trailer	16646 228th Ave SE	Maple Valley	21,500	3/31/2030	SWD	Office	
Penon Bldg.	5303 1st Ave S	Seattle	14,976	2/29/2028	KCSO, Transit	Office Buildings	
KCSO Office, Parking, Storage	4100 Carillon Point	Kirkland	1,321	M-M	KCSO	Office, Parking, Warehouse	
Graybar Building	416 Occidental Ave S	Seattle	22,000	6/30/2029	FMD, FBOD, KCIT, Transit	Office, Warehouse	
Interbay Office Warehouse WTD	2501 W Commodore Way	Seattle	68,972	5/31/2043	WTD	Office, Warehouse	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Catagory	Notes
Data Center – Westin Building.	2001 6th Ave	Seattle	900	8/31/2026	KCIT	Other Properties	
Data Center –Telecom Hub	3311 S 120th Pl	Tukwila	300	1/31/2027	KCIT	Other Properties	
Data Center – Sabey 1	3355 S 120th Pl	Tukwila	3,344	1/31/2027	KCIT	Other Properties	
WLRD Lab	15 Nickerson St	Seattle	538	6/30/2029	WLRD	Other Properties	
South Park Warehouse	7272 W Marginal Way S	Seattle	37,493	6/30/2028	DPH	Parking	
Airport Way Parking Lot	831 Airport Way S	Seattle	25,404	5/31/2027	FMD	Parking	
Queen City Farms	16645 228th Ave SE	Maple Valley	239,580	9/30/2028	SWD	Parking	
Far West Steel	201 Southwest 34th St	Renton	243,936	3/31/2026	SWD	Parking	
Maple Valley Parking	Parcel 2923069082	Maple Valley	174,240	3/31/2030	SWD	Parking	
Norfolk St	3301 South Norfolk Street	Seattle	373,744	9/30/2032	Transit	Parking	
Northgate Executive Center	9725 3rd Ave NE	Seattle	8,592	6/30/2031	DCHS	Public Health & Human Services	
Public Health Center Meridian	10521 Meridian Ave N	Seattle	44,667	11/30/2027	DPH	Public Health & Human Services	
Public Health Dental Clinic	12355 Lake City Way NE	Seattle	3,370	3/31/2026	DPH	Public Health & Human Services	
Public Health Ctr. Totem Lake	13030 121 <sup>st</sup> Way NE	Kirkland	5,804	9/30/2027	DPH	Public Health & Human Services	
Public Health Center Birch Creek	13111 SE 274th St	Kent	1,760	4/30/2009	DPH	Public Health & Human Services	MTM lease. New lease pending council approval.
WIC Clinic Enumclaw	1335 Cole St	Enumclaw	750	12/31/2025	DPH	Public Health & Human Services	
High School Clinic Ingraham	1819 N 135th St	Seattle	200	6/30/2029	DPH	Public Health & Human Services	
Public Health Center Kent	25742 104th Ave SE	Kent	12,499	5/31/2026	DPH	Public Health & Human Services	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Catagory	Notes
Renton Technical College	3000 NE 4th St	Renton	8,939	7/31/2029	DPH	Public Health & Human Services	
Public Health Center Renton	3201 NE 7th St	Renton	8,939	7/31/2029	DPH	Public Health & Human Services	
Public Health Columbia City	4400 37th Ave S	Seattle	9,148	12/31/2025	DPH	Public Health & Human Services	Holdover. New lease with council.
High School Clinic Cleveland	5511 15th Ave S	Seattle	200	6/30/2029	DPH	Public Health & Human Services	
High School Clinic Rainier Beach	8815 Seward Park Ave S	Seattle	416	6/30/2029	DPH	Public Health & Human Services	
Public Health Center Auburn	901 Auburn Way N	Auburn	8,500	10/31/2029	DPH	Public Health & Human Services	
Public Health Ctr. White Ctr.	9934 8th Ave SW	King County	6,022	10/31/2026	DPH	Public Health & Human Services	
Vashon Island Fire and Rescue-EMS Vashon	10020 SW Bank Rd	Vashon	3,452	10/31/2029	DPH EMS	Public Health & Human Services	
Valley Regional Fire Authority-EMS Auburn	1101 D St NE	Auburn	480	12/31/2026	DPH EMS	Public Health & Human Services	
Puget Sound Fire Station #75-EMS Kent E Hill	15635 SE 272nd St	Kent	1,367	12/31/2025	DPH EMS	Public Health & Human Services	
Puget Sound Fire Station #76-EMS Kent Valley	20676 72nd Ave S	Kent	1,280	12/31/2025	DPH EMS	Public Health & Human Services	
Renton Fire Station #11-EMS Renton	211 Mill Ave S	Renton	1,780	12/31/2025	DPH EMS	Public Health & Human Services	
South King Fire & Rescue Station 67-EMS Des Moines North	2238 S 223rd St	Des Moines	1,100	1/1/2050	DPH EMS	Public Health & Human Services	

Property Name	Address	City	SF	Lease End Date	Tenants	Building Category	Notes
South King Fire & Rescue Station 64-EMS Federal Way	3700 S. 320th St	Federal Way	800	1/1/2050	DPH EMS	Public Health & Human Services	
Mountain View Fire and Rescue Station #94-EMS Enumclaw	39404 244th Ave SE	Enumclaw	1,680	12/31/2015	DPH EMS	Public Health & Human Services	Holdover. New lease with council.
King County Fire District #2-EMS Burien	900 SW 146th St	Burien	740	10/31/2029	DPH EMS	Public Health & Human Services	
PSRFA - Administration	20811 84th Ave S	Kent	25,090	8/31/2029	DPH EMS, KCIT, E911	Public Health & Human Services	
Warehouse	7272 West Marginal Way	Seattle	85,145	6/30/2028	DES, DPH	Warehouse	
PSRFA - Warehouse	8320 208th St	Kent	3,000	10/31/2028	DPH/EMS	Warehouse	
Sodo Warehouse Campus	1045 6th Ave S	Seattle	289,076	5/31/2027	FMD,Metro, DPH, KCSO, DCHS	Warehouse	
Warehouse and Radio Shop	855 S 192nd St	SeaTac	20,399	3/31/2025	KCIT	Warehouse, Other Properties	Holdover, pending new lease agreement. Needs council approval.
Rattlesnake Mountain Radio Tower	Rattlesnake Mountain	Snoqualmie	NA	1/1/2050	Wireless	Wireless	











**Stop the Bleed** stations are essentially first aid kits specifically designed to address severe bleeding. They are typically wall-mounted in public spaces like schools, offices, and retail stores, making them readily accessible to anyone who might encounter a bleeding emergency.

**Key components of a Stop the Bleed station:**

- **Tourniquets:** These are crucial for stopping life-threatening bleeding from limbs.
- **Gauze:** Used to pack wounds and apply direct pressure.
- **Bleeding Control Instructions:** Clear, concise steps on how to use the station's contents and address bleeding emergencies.
- **Other supplies:** Some kits may include gloves, markers for documenting tourniquet application time, and other items to facilitate bleeding control.
- **Wall-mounted cabinet:** A durable, clear-faced cabinet that allows for easy access and visibility.

**Why are Stop the Bleed stations important?**

- **Empowers bystanders:** They equip individuals with the knowledge and tools to act as immediate responders in bleeding emergencies.
- **Reduces blood loss:** Prompt action can significantly reduce blood loss, improving the chances of survival for the injured person.
- **Critical in trauma care:** Effective bleeding control is a vital part of trauma care, and Stop the Bleed initiatives play a key role in improving patient outcomes.
- **National awareness campaign:** Stop the Bleed is a national campaign aimed at increasing awareness about bleeding control and empowering individuals to act.

**How do they work?**

When an individual encounters a bleeding emergency, they can quickly access a Stop the Bleed station, follow the instructions, and utilize the supplies to control the bleeding. This proactive approach can make a critical difference while waiting for professional medical help to arrive.

## King County Stop the Bleed Stations

NAME	LOCATION	QTY
RCECC	Near Main Entrance	1
Chinook	Main Lobby (Next to Harbor Stone Bank)	1
KCCH	1st Floor (Next to EDC entrance)	1
MRCJ	FMD Security Office (Temporary Location)	1
CCFJC	Screening Station (Next to main entrance)	1
Public Heath (Downtown)	1st Floor (Security Station)	1
King Street Center	1st Floor Security Station	1

# Chinook 1st and 13th floor Conference Center Usage has leveled off

