



**Five-Year Business Plan  
2002 Update**

*July 2001*

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# Table of Contents

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<b>EXECUTIVE SUMMARY</b>	<b>1</b>
<b>SECTION ONE: OVERVIEW OF THE SHERIFF'S OFFICE</b>	<b>4</b>
<b>SECTION TWO: OPERATING ENVIRONMENT, CHALLENGES AND OPPORTUNITIES</b>	<b>6</b>
<b>SECTION THREE: STRATEGIC BUSINESS DIRECTION</b>	<b>14</b>
<b>SECTION FOUR: GOALS -- DEFINED AND MEASURED</b>	<b>16</b>
<b>SECTION FIVE: CORE BUSINESS FUNCTIONS</b>	<b>19</b>
<b>SECTION SIX: STRATEGIC INITIATIVES</b>	<b>23</b>
<b>SUMMARY</b>	<b>35</b>
<b>EXHIBIT A: EXPECTED ANNEXATIONS</b>	<b>1</b>
<b>EXHIBIT B: CITY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES</b>	<b>1</b>
<b>EXHIBIT C: SHORELINE SEA REPORT</b>	<b>1</b>

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# **EXECUTIVE SUMMARY**

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In 1997, the King County Sheriff's Office (KCSO) documented its first five-year strategic business plan. Since then, we have reviewed our plan annually, added information, and updated our strategy to achieve our goals and mission.

We employ over 1,000 people who provide law enforcement services to citizens of King County. Mandates, contracts, resources, and business priorities direct the agency's services. Many of these mandates are unfunded. We will continue to identify such laws, determine the true costs, and seek remedies.

## **OPERATING ENVIRONMENT**

In 2002, the KCSO will be faced with significant challenges on many fronts; through planning and wise stewardship, the department will use them as opportunities to provide exceptional service and make improvements that ensure long-term feasibility.

The KCSO now serves 33 percent of King County citizens (unincorporated King County and thirteen contract cities), as well as transit customers and children in area schools. The ratio of city to unincorporated customers is expected to remain steady from 2000 to the end of 2002. After 2002, potential annexations could reduce the unincorporated population to the point that our customer base is composed primarily of contracts. Such an alteration will undoubtedly affect our operations and service model; the KCSO will need to plan for these changes.

Our customers are also demanding a greater variety of services, and faster access to accurate information and analysis for decision making. These requirements and the functions of modern policing increase the need for technology, training, and highly-skilled employees. The KCSO may find it difficult to fulfill such needs in light of a competitive job market, competing priorities, limited resources, and declining revenue. Although the KCSO is already a financially and operationally lean law enforcement agency, we must continue to emphasize efficient and cost-effective operations.

## **STRATEGIC BUSINESS DIRECTION**

Under Sheriff Reichert, the KCSO established our vision, mission, goals, and other statements to strategically guide the provision of law enforcement. In addition, we are continuing to advance our strategic initiatives, which are special projects that support our core businesses and goals.

### **MISSION STATEMENT**

The mission of the King County Sheriff's Office is to provide quality, professional, regional law enforcement services tailored to the needs of individual communities to improve public safety.

### **VISION**

The KCSO's vision is to be **the** provider of police services in Metropolitan King County.

### **CORE VALUES**

The KCSO has established our core values as leadership, integrity, service, and teamwork.

**GOALS AND OUTCOME MEASURES**

The KCSO has established three goals, with three to four outcome measures each. The goals and measures are similar to those measured for our contract cities in the Service Efforts and Accomplishments reports. After discussion with our contract cities, we determined that our original fourth goal, a commitment to two-way communication, is inherent in our other goals. For example, our community policing and crime prevention goal includes measures for public communication and community education.

**GOAL 1: TO REDUCE CRIME AND THE FEAR OF CRIME**

- Percent change in crime rate
- Percent change in dispatched calls for service
- Percent change in adult and juvenile charges/arrests
- Percent change in citizens' reported feelings of safety (pending ability to conduct surveys)

**GOAL 2: TO PROVIDE HIGH-QUALITY, COST-EFFECTIVE, AND ACCOUNTABLE SERVICES TO THE CITIZENS OF UNINCORPORATED KING COUNTY AND TO OUR CONTRACT CITIES.**

- Cost per capita (total actual police budget per capita)
- Commissioned officers per 1,000 residents
- DCFS per patrol deputy
- Percent change and type of complaints to IIU, including disposition

**GOAL 3: TO COMMIT TO COMMUNITY POLICING AT ALL LEVELS OF THE KING COUNTY SHERIFF'S OFFICE TO POSITIVELY AFFECT POLICE RESPONSE TIMES AND OTHER IMPORTANT POLICING SERVICES.**

- Number of crime prevention effort activities
- Number and description of problem solving projects
- Public communication and education efforts

**CORE BUSINESS MEASURES**

The measures notes below are potential measures. The KCSO will need to evaluate the measures and our ability to collect data before determining the final measures.

Core Business		
Purpose	Potential Effectiveness Measures	Potential Efficiency Measures
<b>Crime Response, Investigation, and Prevention</b>		
Provide complete response services (i.e., initial response, follow-up, investigation, and court appearance as needed) and crime prevention to residents of King County and our contracts in order to preserve public safety, reduce crime and its effects, and meet our legal obligation to enforce the laws.	<ul style="list-style-type: none"> <li>• Cases closed</li> <li>• Number of AFIS "Hits"</li> <li>• Number of inmates positively identified</li> <li>• Reduction of crime at properties participating in the CFMUH program</li> </ul>	<ul style="list-style-type: none"> <li>• Average response time</li> <li>• Calls for service (DCFS and on-view) per deputy</li> <li>• Cases per detective</li> </ul>
<b>Contract Service Provision</b>		
Offer law enforcement and other services through contracts and other agreements so that our customers benefit from economies of scale, a variety of services, and experienced law enforcement professionals.	<ul style="list-style-type: none"> <li>• Change in Metro Transit customer and operator feelings of safety/security</li> <li>• Change in contract customer satisfaction with operations and contract service</li> <li>• Noted in contract city SEA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Noted in contract city SEA reports</li> <li>• Number of contracts maintained</li> <li>• Value of contracts monitored</li> <li>• Students served per SRO</li> </ul>

<b>Core Business</b>		
<b>Purpose</b>	<b>Potential Effectiveness Measures</b>	<b>Potential Efficiency Measures</b>
<b>Technological Development</b>		
Use and develop technology for investigating crimes, tracking crime information, and improving business systems so that we better utilize information for addressing crime and serving citizens.	<ul style="list-style-type: none"> <li>Number of employees who have completed IRIS training</li> </ul>	<ul style="list-style-type: none"> <li>Number of entries made to the IRIS system</li> <li>Number of bulletins and other reports created by Crime Analysis</li> </ul>
<b>Employee and Citizen Services</b>		
Use and develop services to improve employee performance and satisfaction, and provide services to citizens in a timely and professional manner.	<ul style="list-style-type: none"> <li>Percent change in sustained complaints against employees</li> <li>Number and percent of employees receiving evaluations of "meets standard" or better</li> <li>Percent of employees meeting state- or county-mandated training requirements</li> </ul>	<ul style="list-style-type: none"> <li>Percent of employees attending in-service training</li> <li>Number of employee evaluations done</li> <li>Number of civil warrants served</li> </ul>
<b>Resource and Facility Management</b>		
To appropriately manage and optimize our financial and physical resources so that they best support our efforts to enforce laws and meet the stated needs and desires of the citizens we serve.	<ul style="list-style-type: none"> <li>Under development</li> </ul>	<ul style="list-style-type: none"> <li>Under development</li> </ul>

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# **SECTION ONE: OVERVIEW OF THE SHERIFF'S OFFICE**

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The King County Sheriff's Office (KCSO) employs over 1,000 people who provide law enforcement services to citizens of King County. Mandates, contracts, resources, and business priorities direct the agency's services.

To provide such services, we organize our personnel and services into four divisions (Field Operations, Criminal Investigations, Technical Services and Special Operations). In addition, the Office of the Sheriff comprises the sheriff, his aides, a media relations officer, the Internal Investigations Unit, and the Legal Unit (Fig. 1, next page). This organization will be in effect, pending budget approval, in early 2002. The 2001 Business Plan documents the KCSO's organization through the end of 2001.

## **FIELD OPERATIONS DIVISION**

Just over half of all KCSO personnel are devoted to this division, which manages the core functions of patrol, precinct-based detectives, crime prevention, storefronts, and reserve deputies. The subdivision into four precincts allows for better community-based responses because the precinct commanders can use local data to direct law enforcement services.

Day-to-day management of contract city police and school resource officers are the responsibility of this division, as depicted in the organizational chart. Most cities choose a police chief who holds primary responsibility for the operations and acts as a liaison between the KCSO and the contract entity.

## **CRIMINAL INVESTIGATIONS DIVISION (CID)**

This division is the smallest of the three, with 95 commissioned personnel and 50 professional staff members, including court security officers. These individuals work in three areas: the Major Crimes and Special Investigations Sections, and the Criminal Intelligence Unit. The division investigates crimes including homicide, domestic violence, computer fraud, forgery, vice, and sexual assault. CID also addresses child support and enforcement issues and manages court security.

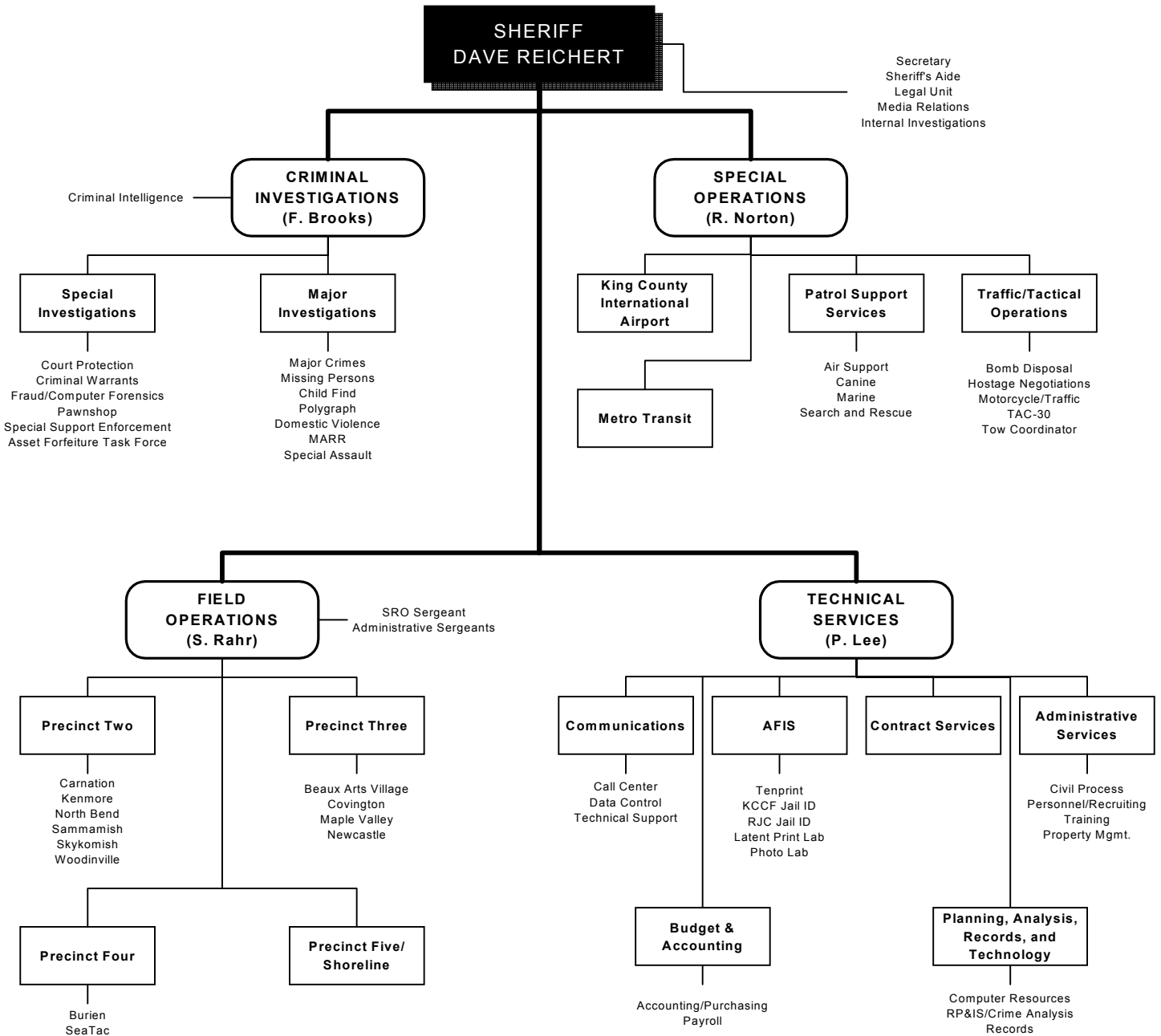
## **TECHNICAL SERVICES DIVISION**

Technical Services provides the bulk of support services that are vital to efficient operations. About 85 percent of its staff are in professional, rather than commissioned, positions. The division is composed of six sections: Budget and Accounting; Administrative Services; Communications; Contract Services; Planning, Analysis, Records and Technology; and the Automated Fingerprint Identification System (AFIS). The services provided by the division personnel include emergency 911 call receiving and dispatching, computer development, records, contracting, civil process, gun permits, personnel, payroll, purchasing, training, photography, grant writing, planning, and all aspects of fingerprint identification. In 2001, this division reorganized several functions so that technology resources and skills could be better coordinated (see page 30 for more information).

# SPECIAL OPERATIONS DIVISION

The Special Operations Division includes specialized units such as canine, SWAT, and air support, as well as management of the Metro Transit Police and the King County Airport Police.

Figure 1: KCSO Organizational Chart, effective February 2002



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# **SECTION TWO: OPERATING ENVIRONMENT, CHALLENGES AND OPPORTUNITIES**

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This section describes the environment in which the King County Sheriff's Office operates, and the factors that affect business decisions.

## **LEGISLATIVE FACTORS**

Legislative changes take many forms, thus affecting the KCSO in many ways. For example, statutes may mandate that services be performed by the KCSO or reduce revenues available. Every new piece of legislation is a challenge to the agency, but also an opportunity to find an innovative way to meet the needs of customers.

Policies and new laws can change the demands for law enforcement. Often legislative actions are not accompanied by funding to carry out those changes, yet it is mandated that we enforce the new policies. Mandated requirements range from the enforcement of DUI laws and community notification about sex offenders to performance measures and budget protocols. This year, the KCSO will also consider Racial Profiling legislation.

The KCSO's contracting program has meant that in addition to state and county laws, the KCSO must now enforce the municipal codes of its cities and the transit codes. Special training is required in some cases. In addition, each contracting entity has a unique enforcement emphasis and desired approach. The designated police chiefs are primarily responsible for ensuring the customer requirements are met and that the requirements do not conflict with KCSO policy or procedure.

## **PROACTIVE APPROACH**

The KCSO sees many ways in which current laws or policies could be changed to improve the delivery of law enforcement. To that end, we have proposed or supported several pieces of legislation (e.g., the regional services study) and worked hard to educate policymakers about the increasing and changing demands on law enforcement. These efforts should continue in the future at local, county, and state levels. The KCSO will also continue to work with other law enforcement and criminal justice agencies.

## **FRAGMENTATION AND REDUCTION OF THE SERVICE AREA**

The Growth Management Act is now a decade old, and has had both positive and negative effects on the KCSO. While it has afforded us the opportunity to modernize our ways of doing business (e.g., contracting), it has also resulted in a diminishing service area and population. Since 1990, our served population has declined by six percent; it has declined 13 percent from its high in 1993. In fact, we lost over 70,000 people in 1996 when the city of Federal Way formed its own police department.

The KCSO has experienced the difficult task of maintaining service in so-called "island communities," which are defined as areas that are either completely surrounded by incorporated cities that do not contract with the KCSO or that are isolated by natural geographic boundaries but not completely surrounded. The KCSO is working with the Potential



Annexation Area Committee to limit the number of new islands that can be created, and had some success in 2000 and 2001. Exhibit A includes a matrix of expected annexations over the next five to ten years.

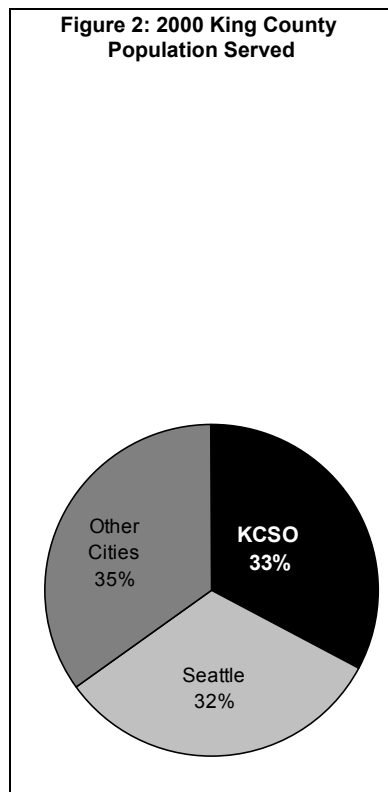
Since many of the annexations involve non-contract cities, the annexations represent a potential KCSO service population decrease of over 170,000 people. This potential decrease is 48 percent of the 2000 unincorporated area census population. The decrease could shift the balance of our service population such that contracts make up a greater percentage than unincorporated areas.

## CONTRACTING AND CUSTOMER SERVICE

Contracts have had a dramatic effect on the KCSO. For example, about 44 percent of deputies are now dedicated to a contract<sup>1</sup>. Most other employees spend at least some of their time supporting or serving the contracts. In addition to the assignments, contracts have changed the KCSO by increasing service complexity, increasing record-keeping requirements, and hastening our cultural shift to an organization focused on customer service.

### CUSTOMER BASE

The KCSO's customer base is fluid, shrinking with the results of the Growth Management Act, and then growing as new cities or other entities choose to contract with the agency for service. The KCSO provides law enforcement to citizens of unincorporated King County; to thirteen cities, Metro Transit, the King County International Airport, 72 schools, and many other agencies and jurisdictions through contracts. We assist other citizens through regional services. According to 2000 Census figures, 33 percent of King County residents live in unincorporated areas and the cities served by the KCSO.

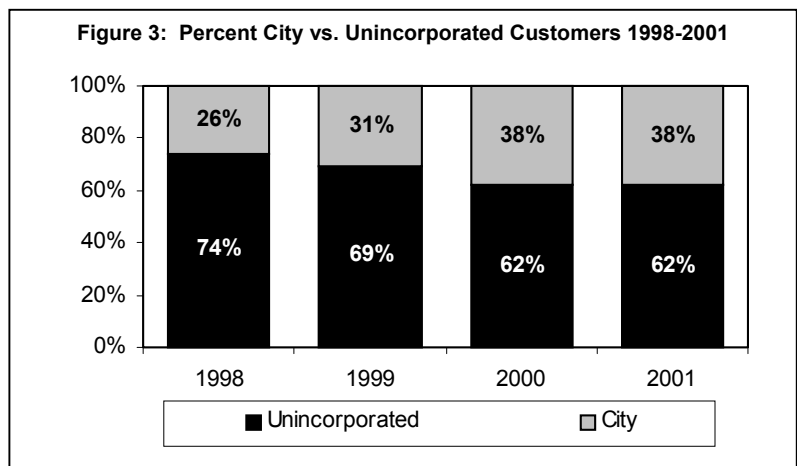


### UNINCORPORATED KING COUNTY

Washington State law designates the Sheriff's Office as the chief law enforcement provider in the county. Therefore, the KCSO is the sole provider of police services to the 352,764 citizens who live in unincorporated areas of the county. Since 1990, the population of unincorporated King County has decreased 31 percent, while the overall population of the county has increased 15 percent.

### CITY CONTRACTS

The KCSO began offering its service through contracts in 1973, but the bulk of our contracts have been established since the Growth



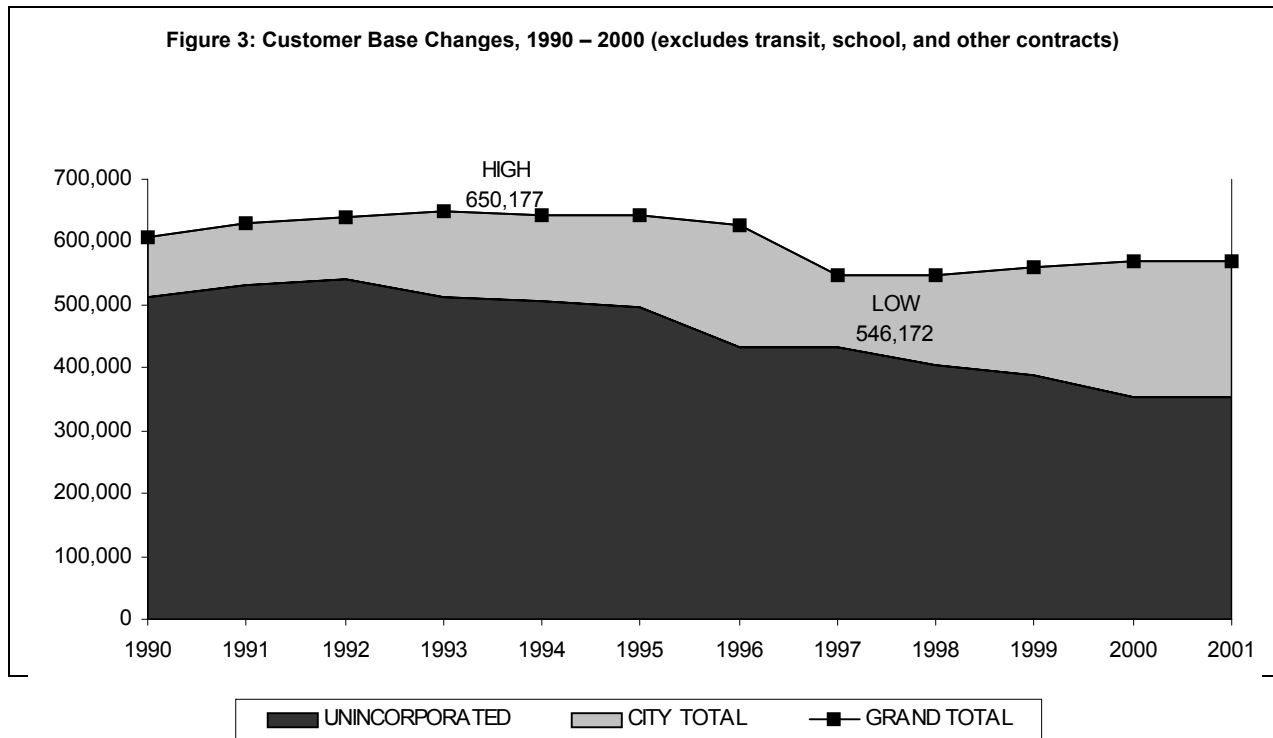
<sup>1</sup> This does not include commissioned staff of all ranks. The percentage of commissioned staff of all ranks who are dedicated to a contract is 32 percent.

Management Act of 1990. As of June 2000, the KCSO maintained contracts with thirteen cities, which range in population from 214 to 53,025.

**Table 1: Contract City Population Growth, 1998- 2000**

	1998 (OFM)*	1999 (OFM)*	Percent Change (98-99)	2000 (Census)	Percent Change (99-00)	2001 (OFM)*	Percent Change (00-01)
<b>UNINCORPORATED</b>	404,905	387,148	-4.4%	352,764	-8.9%	353,579	0.2%
<b>Beaux Arts</b>	288	289	0.3%	307	6.2%	310	1.0%
<b>Burien</b>	28,110	29,770	5.9%	31,881	7.1%	31,830	-0.2%
<b>Carnation</b>	--	1,785	N/A	1,893	6.1%	1,920	1.4%
<b>Covington</b>	12,900	13,010	0.9%	13,783	5.9%	13,840	0.4%
<b>Kenmore</b>	--	17,168	N/A	18,678	8.8%	18,790	0.6%
<b>Maple Valley</b>	11,964	12,540	4.8%	14,209	13.3%	14,590	2.7%
<b>Newcastle</b>	--	8,605	N/A	7,737	-10.1%	7,815	1.0%
<b>North Bend</b>	3,675	3,815	3.8%	4,746	24.4%	4,755	0.2%
<b>Sammamish</b>	--	--	N/A	34,104	N/A	34,560	1.3%
<b>SeaTac</b>	23,540	23,570	0.1%	25,496	8.2%	25,380	-0.5%
<b>Shoreline</b>	50,390	52,030	3.3%	53,025	1.9%	53,150	0.2%
<b>Skykomish</b>	270	275	1.9%	214	-22.2%	215	0.5%
<b>Woodinville</b>	10,130	10,250	1.2%	9,194	-10.3%	9,210	0.2%
<b>CITY TOTAL</b>	141,267	173,107	22.5%	215,267	24.4%	216,365	0.5%
<b>GRAND TOTAL</b>	546,172	560,255	2.6%	568,031	1.4%	569,944	0.3%

\* April 1 estimates produced by the Washington State Office of Financial Management, published annually in July.



### **TRANSIT CONTRACT**

The KCSO maintains a transit police force for Metro Transit through the Special Operations Division. The operations and contract administration of the division function in a manner similar to contract cities. In 2001, the KCSO and Metro Transit began working on a more comprehensive memorandum of understanding; in 2002, the memorandum's implementation will be a priority.

Learning the differences between transit and traditional police work is a challenge for the KCSO. These differences include the varied customer base for transit (e.g., operators and riders), the speed required for response and resolution, and the fact that transit will pass through other agencies' jurisdictions. Metro estimates that its annual ridership is 100 million.

### **SCHOOL CONTRACTS**

The KCSO now serves 72 schools in King County. School contracts for school resource officers are relatively new for the KCSO, so we continue to develop policies and procedures for supporting them. In general, however, a school resource officer is the primary contact person for the school. That officer reports through his or her chain of command, but also informs the program coordinator of any issues. The school contacts the coordinator with questions or concerns regarding the contract. The KCSO Contracting Section provides contract support.

### **KING COUNTY AIRPORT POLICE AND FIREFIGHTERS**

The KCSO began managing the King County Airport Police at Boeing Field in January 1999 through the Special Operations Division. The officers in this unit hold limited commissions, and are responsible for security and emergencies at the airport. Developing a comprehensive memorandum of understanding based on the MOU created for Metro Transit will be a priority for 2002.

### **MARKET OPPORTUNITIES**

New market opportunities are increasingly limited, but pose significant potential since they include transit operations, schools, and regional partnerships.

As a result, the KCSO must focus on developing and maintaining a strong customer satisfaction focus. Quality, value-added services, and cost will be key factors. The KCSO has to bear in mind that as the cities mature, their ability to find other sources of police services will grow. In fact, cities may consider alternatives to contracts and individual departments (e.g., police alliances whereby one force serves several cities). For example, agencies in South King County are already forming regional teams to serve functions such as SWAT and drug enforcement. The KCSO is working with these groups, but must remain aware that the teams are both partners and potential market competitors.

### **CUSTOMER EXPECTATIONS**

The residents of King County have enjoyed a relatively good quality of life in recent years due to the prosperity of the economy and the environment of the region. As such, the public expects a relatively "crime-free" lifestyle and demands higher levels of service and interaction from their law enforcement agencies.

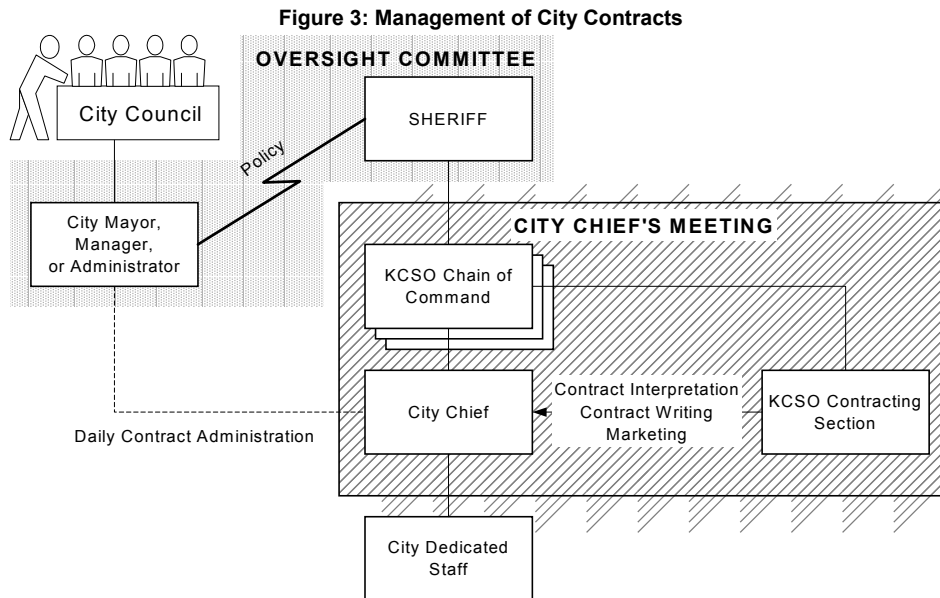
The combination of lower crime rates and increasing urbanization has led public expectations to shift toward issues of crime prevention and non-violent (quality of life) crimes. Nevertheless, our survey data show that citizens are still concerned about major crime. Therefore, we need to keep violent crimes at a minimum, be able to quickly solve crimes that do occur, and effectively address quality of life issues in the communities. Follow-up surveys will be conducted for various contract cities in September 2001.

Addressing the quality of life issues poses another challenge as well: a “one-size-fits-all” approach will not work. Each community has unique concerns and priorities; to be effective, the agency must understand and respond to all. In addition, groups such as Mothers Against Drunk Driving (MADD) will often activate the community to demand increased service. The KCSO is seeing increased interest in key issues such as domestic violence, underage drinking, and juvenile delinquency.

**CONTRACT HOLDERS**

As our contract holders develop a history with the KCSO and build their understanding of police operations, the demand will increase for information, support on key issues, and two-way communication. In addition, the contract holders (especially city contracts) expect to be asked for their input into key business decisions made by the KCSO. This expectation increases for any decision that may affect the contracts. Ensuring that we have appropriate staff and processes to manage the demands, while not significantly increasing costs, is and will be a challenge for the department.

City contract management is provided in a multi-layered approach, as shown below (Figure 5). Through these committees, our city customers are able to provide their input into the direction set by KCSO leadership. In addition to the committees shown, the “Oyster” committee, which oversees financial matters, may be called on an ad-hoc basis. This committee consists of KCSO representatives, city finance directors, and KCSO and county budget representatives. Additional committees may be called as needed for issues such as special projects (e.g., performance measures) or contract negotiations.



**INFORMATION-BASED OPERATIONS**

The challenge for the KCSO is to develop a service delivery model that uses technology to make deputies more efficient and effective so that they have time to interact with the community and solve problems. This philosophy is known as community oriented policing and is reflected in our mission to provide service tailored to individual communities.

The increasing demand for accurate data and analysis has become one of the largest market forces for the KCSO, and also represents a strong service growth area. The demand stems from contracting entities (that want to better understand their needs), the Prosecutor’s Office, reporting requirements, grant applications, and the KCSO’s own need

to use information to improve the effectiveness of services. Cities consider data to be a critical asset for community education that will help engage citizens in public safety issues and also provide a sense of security.

Investments in technology will also help the agency meet future demands. The ability to quickly gather data and information will assist in long-range planning, identifying problems, and finding solutions. Information could also help the KCSO secure grant funding for future efforts.

### **SUCCESSSES**

Despite the challenges, the KCSO can claim many successes, including IRIS, the CAD switchboard<sup>2</sup>, and increasing use of web technology. These tools are allowing us to answer questions and provide data more quickly than ever. Technology training is being developed in-house and the comfort level with technology is increasing.

### **ONGOING CHALLENGES**

Clearly, providing the long-term funding necessary for a successful technology program is a daunting challenge, especially in light of ever-reduced funding. Although we have reached the point at which most employees have a computer, some of the equipment is now outdated and needs to be replaced.

Since contracts pay for services rendered, they are sensitive to the increasing costs associated with improved or updated technology. There are disparities in technology provided to cities because some cities can afford to supply their officers with more or better equipment. Further, contract language stipulates that computers be replaced or updated in the cities every three years, and funding is set aside to do this.

In addition, the KCSO has insufficient resources to provide the training and analysis required by our internal systems and our contract customers. Resources in this instance include time, people, and money. Our greatest opportunity will be to provide technology training to as many staff members as possible and to prioritize the requests for data analysis and information.

### **RECRUITING AND HIRING**

Like law enforcement agencies across the country, the KCSO is challenged to find qualified applicants to fill vacant positions. Commissioned staff positions are especially difficult to fill.

Despite the economic downturn, the regional job market is still strong, which reduces the number of people who apply. Further, the KCSO makes a concerted effort to ensure that our staff represents the diversity of our region and has a range of experience. This means that the KCSO must actively recruit among groups that do not traditionally consider law enforcement as a career option.

### **TRAINING**

The need for training is increasing, and mandates for commissioned staff training are changing the way in which we do business. Since 2000, recruits have attended 720 hours of academy training, thereby extending the amount of time needed to fill patrol vacancies. In addition, both the state and the county have introduced supervisory staff training requirements, which require 80 to 120 hours of training per person. The KCSO also faces the need for diversity training, and has significant technology training needs.

It will be very important for the KCSO to continue refining and updating the established in-service training and roll call training for both deputies and supervisors. We will also consider the Active Shooter and Patrol Program.

Although both commissioned and professional staff require ongoing training, current budget constraints severely limit the KCSO's ability to provide training to professional staff, except under specific circumstances or through King County OHRM.

**RISK MANAGEMENT**

Risk management is a key factor in training for both safety and liability reasons. The KCSO must continue its efforts to properly train all employees in employment laws (e.g., sexual harassment) and facility regulations (e.g., OSHA). Risk analysis and minimization should be factors in determining the types of training that the KCSO will provide.

**BUILDING STRONG CASES**

Each unit within the Field Operations and Criminal Investigations Divisions also requests and needs specialized training for its staff so that our investigations and cases are solid for prosecution. Since laws, processes, and techniques change frequently, providing such training is vital if the KCSO is to be effective in reducing crime.

**REGIONAL SERVICES**

The KCSO's commitment to providing regional law enforcement means that services such as SWAT, Air Support, Marine Patrol, Canine, and Hostage Negotiations are available to King County's 1.6 million residents. The KCSO is reimbursed for these services through per-call charges, contracts, and mutual aid agreements. In 2000, the KCSO began offering homicide investigation assistance to other jurisdictions and the contract cities at no charge.

During 2001, a statewide survey is being conducted to determine which, if any, services can be offered regionally. The survey is headed into Phase III at the time of this writing. The survey will have significant implications for the ongoing provision of services, especially from the Criminal Investigations and Special Operations Divisions.

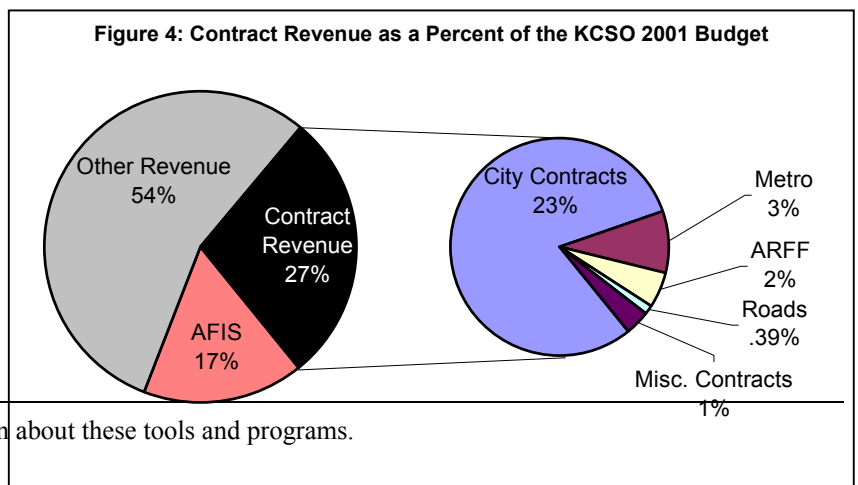
**LIMITED RESOURCES**

The KCSO is very aware of the limited resources that are available, including the dramatic decreases in county revenue projected for 2002 and into the future. As a result, we strive to make short-term investments that yield long-term operational results.

**CONTRACT REVENUE**

City and other contracts pay only for services received, and the KCSO can charge only the amount it costs to provide the service (i.e., the KCSO cannot make a profit).

Reimbursement for most support services (e.g., records, research and planning, and personnel) are built into the overhead cost for the officers the city purchases, so theoretically, the city receives the support services in proportion to their level of patrol. Others (e.g., communications and clerical support) are a direct charge based on formulas. The KCSO must



<sup>2</sup> See page 30 for definitions of and information about these tools and programs.

consider the financial impact to cities when it makes decisions about service offerings.

### **INITIATIVE 695**

King County estimates that Initiative 695 will reduce revenues countywide by \$122 million in 2001; most of that money will come from the transportation budget. In addition, Initiative 695 eliminated the MVET distributions to criminal justice agencies. The net effect has yet to be determined, and may be mitigated by state actions, but we can predict with certainty that there will be less money in the future and higher competition for it.

In addition, many have speculated that the passage of Initiative 695 signals a need for government agencies to be more accountable with money and be able to demonstrate the need to fund programs at certain levels. The KCSO's ability to show the effectiveness and efficiency of our programs will become increasingly important.

Finally, reduced revenues may affect our ability to secure grant funding if we are unable to show that the county will support such grants with matching funds.

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# **SECTION THREE: STRATEGIC BUSINESS DIRECTION**

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Under Sheriff Reichert, the KCSO established our vision, mission, goals, and other statements to strategically guide the provision of law enforcement. This section identifies and describes those statements; sections four and five provide the tools we use to measure our goals and core business functions.

## **MISSION STATEMENT**

The mission of the King County Sheriff's Office is to provide quality, professional, regional law enforcement services tailored to the needs of individual communities to improve public safety.

## **VISION**

The KCSO's vision is to be **the** provider of police services in Metropolitan King County.

## **GOALS**

The King County Sheriff's Office established a set of comprehensive goals to guide strategic planning at the operational level.

- To reduce crime and the fear of crime.
- To provide high-quality, cost-effective, and accountable services to the citizens of unincorporated King County and to our contract cities.
- To commit to community policing at all levels of the King County Sheriff's Office to positively affect police response times and other important policing services.

## **CONTRACTING ENTITY GOALS**

Our contract cities have developed their own goals and objectives, which are aligned with the KCSO's but more specific to the cities' unique situations. These goals and objectives are documented in Exhibit B. More information about these goals and objectives, as well as each city's accomplishments, can be found in the Service Efforts and Accomplishments reports, which were first produced in 2001. A sample report is attached in Exhibit C.

## **OBJECTIVES**

When our strategic principles were first established, the KCSO adhered to the county guidelines that used objectives and performance measures. This system was amended by our contract cities in 2000 in favor of the Service Efforts and Accomplishments reports. In this business plan, we have further amended the system (and adhered to current county standards) by replacing objectives with core business functions and linking performance measures with goals, functions, and programs.

## **CORE VALUES**

The KCSO documented our core values in 1998. These statements guide our strategy, policy decisions, and actions.

## **LEADERSHIP**

We are the best. We are leaders in law enforcement in this region. We create and employ the most advanced skills and methods of providing law enforcement services. We maintain the highest professional standards possible.



## INTEGRITY

We do the right thing. We do what we know to be “the right thing,” adhering to both the spirit and the letter of the law. We act in ways that bring honor to the profession and build trust, confidence, and respect with the communities and people we serve.

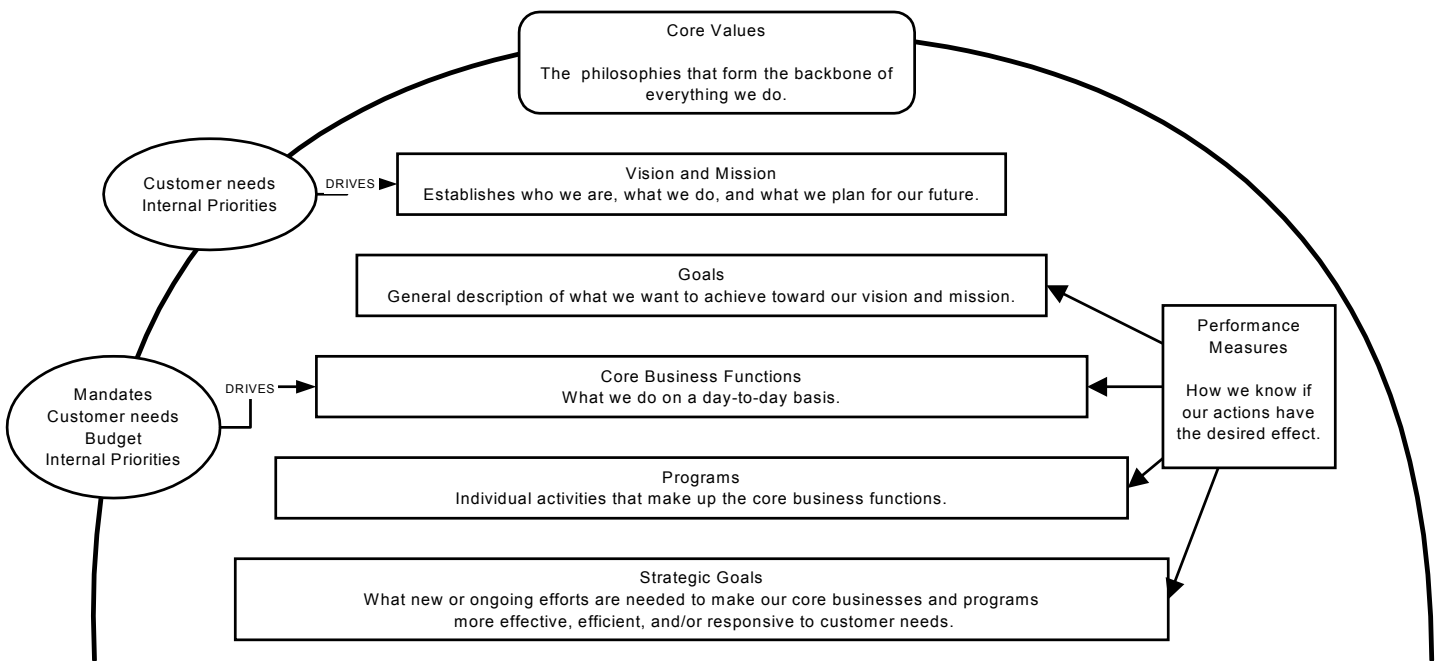
## SERVICE

We listen and respond. The public is our customer. We serve our customer by responding in a professional, courteous, and efficient manner. Proactively, we work in partnership with community members, organizations, and other agencies to solve problems and create safe and healthy neighborhoods.

## TEAMWORK

We work together. We work as a team, respecting and supporting each other’s roles and responsibilities. We encourage and recognize creativity and initiative that furthers the goals of the King County Sheriff’s Office. We share success.

Figure 5: Driving Factor Relationships



# SECTION FOUR: GOALS -- DEFINED AND MEASURED

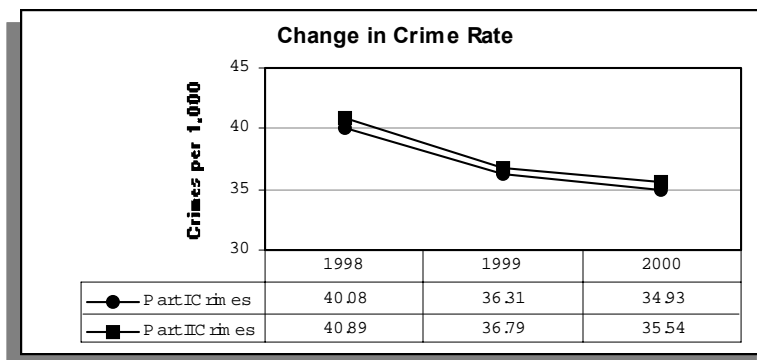
Many of the KCSO's measurements are based on those provided to the contract cities in their Service Efforts and Accomplishments reports. The 2000 population used in these measures reflects census figures, which were not available for the 2000 Annual Report. For that reason, some figures may differ from that report.

## TO REDUCE CRIME AND THE FEAR OF CRIME

The King County Sheriff's Office has established four outcome measures to support our goal of reducing crime and the fear of crime.

### PERCENT CHANGE IN CRIME RATE

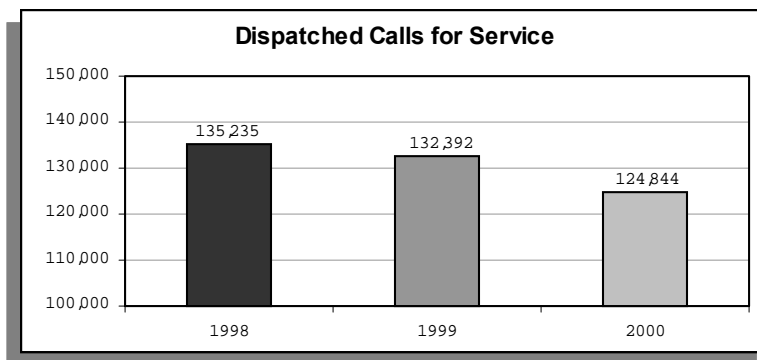
The crime rate is calculated on the basis of 1,000 people.



	% Change (1998-1999)	% Change (1999-2000)
Part I Crimes	-9.4%	-3.8%
Part II Crimes	-10.0%	-3.4%

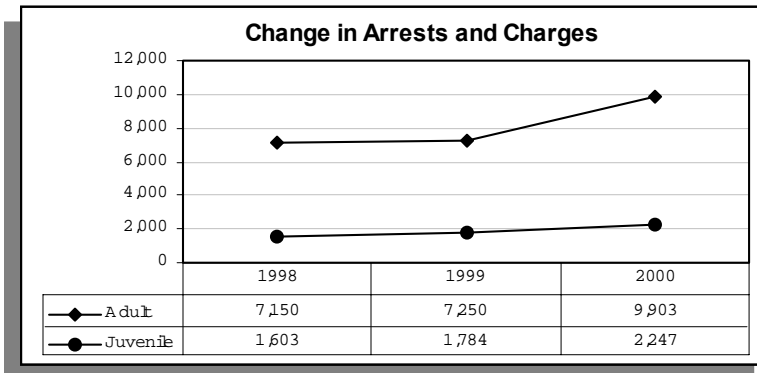
### PERCENT CHANGE IN DISPATCHED CALLS FOR SERVICE

Dispatched calls for service (DCFS) are calls to which the KCSO's Communications Center sends at least one deputy. DCFS do not include on-views or reports taken by Communications Center staff.



	% Change (1998-1999)	% Change (1999-2000)
Dispatched Calls for Service	-2.1%	-5.7%

**PERCENT CHANGE IN ADULT AND JUVENILE CHARGES/ARRESTS**



	% Change (1998-1999)	% Change (1999-2000)
Adult	1.4%	36.6%
Juvenile	11.3%	26.0%

**PERCENT CHANGE IN CITIZENS' REPORTED FEELINGS OF SAFETY**

This information will be available for some contract cities following a survey done in the fall of 2001. Funding is not available for a survey that would represent the KCSO's entire customer base.

**TO PROVIDE HIGH-QUALITY, COST-EFFECTIVE, AND ACCOUNTABLE SERVICES TO THE CITIZENS OF UNINCORPORATED KING COUNTY AND TO OUR CONTRACT CITIES.**

The King County Sheriff's Office has established several outcome measures to support our goal of providing high-quality, cost-effective, and accountable services to the citizens of unincorporated King County and to our contract cities.

**COST PER CAPITA (TOTAL ACTUAL POLICE BUDGET PER CAPITA)**

The "actual police budget" figure is drawn from the Adopted Cost Book for each year.

	1999	2000	% Change	2001	% Change
Cost per capita	\$145	\$162	11.7%	\$163	.62%

**COMMISSIONED OFFICERS PER 1,000 RESIDENTS**

These figures represent authorized, not actual staffing. Commissioned officers includes commissioned personnel of all ranks and assignments, including those who are dedicated to contracts.

	1999	2000	% Change	2001	% Change
Officers/1,000	1.15	1.19	3.5%	1.20	.8%

**DCFS PER PATROL DEPUTY**

These figures represent authorized, not actual staffing. The KCSO carries several vacancies throughout the year, and recruit deputies do not function as full deputies (i.e., alone in a patrol car) for almost a year after they are hired. A decrease may indicate greater use of Alternative Call Handling practices, and therefore, more time for on-view, crime prevention, and community policing activities.

	1999	2000	% Change	2001	% Change
DCFS/ Patrol Deputy	458.1	423.2	-7.6%	n/a	n/a

### **PERCENT CHANGE AND TYPE OF COMPLAINTS TO IIU**

In 2001, the KCSO fine-tuned our record-keeping practices in the Internal Investigations Unit. Due to the change, comparative data are not available.

### **TO COMMIT TO COMMUNITY POLICING AT ALL LEVELS OF THE KING COUNTY SHERIFF'S OFFICE TO POSITIVELY AFFECT POLICE RESPONSE TIMES AND OTHER IMPORTANT POLICING SERVICES.**

The King County Sheriff's Office has established several outcome measures to support our commitment to community policing. Community policing is not only good business practice, but also mandated by a 1994 county budget proviso.

### **NUMBER OF CRIME PREVENTION EFFORT ACTIVITIES**

This measurement shows the types and number of activities we conduct related to crime prevention. At this time, we have developed systems to gather data for our contract cities, and are working on systems to gather the information for the entire department.

	<b>1999</b>	<b>2000</b>	<b>% Change</b>	<b>2001</b>	<b>% Change</b>
Number of Block Watch Groups	5,685	6,427	13.1%	N/A	N/A
Business Watch Groups	35	32	-8.6%	N/A	N/A
Number of Apartment complexes involved in Crime-Free Multi-Unit Housing classes	N/A	N/A	N/A	N/A	N/A
Number of Crime Prevention Through Environmental Design (CPTED) surveys	N/A	N/A	N/A	N/A	N/A

### **PROBLEM SOLVING PROJECTS**

Our measurement of problem solving projects will include the number of projects completed and/or underway, as well as descriptions of individual project and program efforts and results. Exhibit C, the Shoreline Service Efforts and Accomplishments Report, provides an city-specific example of what we plan to publish in the future.

### **PUBLIC COMMUNICATION AND EDUCATION EFFORTS**

	<b>1999</b>	<b>2000</b>	<b>% Change</b>	<b>2001</b>	<b>% Change</b>
Number of newsletters and bulletins	N/A	N/A	N/A	N/A	N/A
Number of training/presentations	N/A	N/A	N/A	N/A	N/A
Number of community meetings and events	N/A	N/A	N/A	N/A	N/A

# SECTION FIVE: CORE BUSINESS FUNCTIONS

The KCSO's five core business functions represent groups of programs that have a common purpose and lead to a common outcome. Due to the nature of our business, there is necessary cross-over between programs and core businesses. For example, the law enforcement services provided to our contract cities include programs that support the first two core businesses shown below. Technological development programs support all other core businesses.

In short, the KCSO has developed a system in which our goals, core businesses, and programs are neatly yet intricately intertwined. Such relationships clearly benefit the organization by providing a more effective means of realizing our mission. The relationships can also be a detriment in that major changes to any program will affect our ability to conduct other programs and functions.

Core Business Function	Meets		
	Goal 1	Goal 2	Goal 3
Crime Response, Investigation, and Prevention	X	X	X
Contract Service Provision	X	X	X
Technological Development	X	X	X
Employee and Citizen Services		X	
Resource and Facility Management		X	

The following pages include more information about each core business, the programs and services included in that core business, and the performance measurements the KCSO is considering.

## CRIME RESPONSE, INVESTIGATION, AND PREVENTION

The purpose of this core business is to provide complete response services (e.g., initial response, follow-up, investigation, and court appearance as needed) and crime prevention to residents of King County and our contracts in order to preserve public safety, reduce crime and its effects, and meet our legal obligation to enforce the laws.

### PROGRAMS AND SERVICES

All divisions of the King County Sheriff's Office support this function, and much of the work is mandated by state law or county code. Specific work activities are mandated (e.g., arrests, investigations, and evidence or property seizure), as are the laws toward which the activities are directed. For the sake of brevity, the laws that are included in this function are not listed.

Program and Purpose	Services
<b>Response</b> Purpose: To provide effective and timely response to crime incidents in unincorporated King County, our contract cities, and other jurisdictions that request our assistance.	<ul style="list-style-type: none"> <li>• Air Support</li> <li>• Bomb Disposal</li> <li>• Canine Unit</li> <li>• Communications Section</li> <li>• Evidence and Supply</li> <li>• General Traffic/ Motorcycle</li> <li>• Hostage Negotiation</li> <li>• Marine Unit</li> <li>• Patrol</li> <li>• Photo Lab</li> <li>• Polygraph</li> <li>• Prisoner Transport (per RCW)</li> <li>• Tactical</li> </ul>

Program and Purpose		Services
<p><b>Investigations</b> Purpose: To provide thorough investigation and follow-up of crime incidents and information to unincorporated King County, our contract cities, and other jurisdictions that request our assistance.</p>	<ul style="list-style-type: none"> <li>• Computer Forensics Investigations</li> <li>• Criminal Intelligence Unit</li> <li>• Criminal Warrants</li> <li>• Asset Forfeiture</li> <li>• Drug Enforcement Unit</li> <li>• Child Find</li> <li>• DVIU</li> <li>• Fraud Investigations</li> <li>• Major Crimes Investigations</li> <li>• MARR</li> </ul>	<ul style="list-style-type: none"> <li>• Missing Persons</li> <li>• Pawn Shops</li> <li>• Precinct Detectives</li> <li>• Regional Homicide investigations</li> <li>• Register Kidnappers and Sexual Offenders</li> <li>• Special Assault Investigations</li> <li>• Special Support and Enforcement</li> <li>• Precinct Pro-Act/Street Crimes</li> <li>• Vice and Gambling</li> </ul>
<p><b>Crime Prevention</b> Purpose: To provide crime prevention advice and programs to citizens of unincorporated King County and our contract cities so that they feel safer and so that crime is reduced.</p>	<ul style="list-style-type: none"> <li>• Residential and commercial security checks.</li> <li>• Block Watch and Business Watch efforts.</li> <li>• Crime Free Multi-Unit Housing educational programs.</li> <li>• Community Services Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Storefronts and storefront deputies (requested in budget proviso).</li> <li>• Community Crime Prevention Units/Crime prevention publications and educational materials.</li> <li>• Community notification meetings regarding Level III sex offenders.</li> </ul>

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> <li>• Number of cases closed</li> <li>• Number of AFIS "Hits"</li> <li>• Number of inmates positively identified</li> <li>• Reduction of crime at properties participating in the CFMUH program</li> </ul>	<ul style="list-style-type: none"> <li>• Average response time</li> <li>• Calls for service (DCFS and on-view) per deputy</li> <li>• Cases per detective (CID)</li> </ul>

## CONTRACT SERVICE PROVISION

The purpose of this core business is to offer law enforcement and other services through contracts and other agreements so that our customers benefit from economies of scale, a variety of services, and experienced law enforcement professionals.

Program and Purpose	Services
<p><b>Contract Law Enforcement</b> Purpose: To manage law enforcement contracts with cities and other agencies/jurisdictions so that all citizens can benefit from comprehensive enforcement.</p>	<ul style="list-style-type: none"> <li>• Daily operations</li> <li>• Contract oversight</li> <li>• Budget/Billing</li> </ul>
<p><b>Airport Rescue and Fire Fighters (ARFF)</b> Purpose: To provide comprehensive police and firefighting services to the KCIA.</p>	<ul style="list-style-type: none"> <li>• Daily operations</li> <li>• Contract oversight</li> <li>• Budget/Billing</li> </ul>
<p><b>Court Protection</b> Purpose: To ensure the safety of citizens and employees while they conduct business at the district courts.</p>	<ul style="list-style-type: none"> <li>• Daily operations</li> <li>• Budget/Billing</li> </ul>
<p><b>Metro Transit Police</b> Purpose: To oversee ongoing actions to ensure passenger and employee security and safety for Metro.</p>	<ul style="list-style-type: none"> <li>• Daily operations</li> <li>• Contract oversight</li> <li>• Budget/Billing</li> </ul>

Program and Purpose	Services
<p><b>School Resource Officers</b>            Purpose: To build partnerships between students, teachers, parents and police by providing a uniformed deputy on school campus, thereby allowing schools to focus on education</p>	<ul style="list-style-type: none"> <li>• Daily operations</li> <li>• Contract oversight</li> <li>• Budget/Billing</li> </ul>

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> <li>• Change in Metro Transit customer and operator feelings of safety/security.</li> <li>• Change in contract customer satisfaction with operations and contract service</li> <li>• Noted in contract city SEA reports</li> </ul>	<ul style="list-style-type: none"> <li>• Noted in contract city SEA reports</li> <li>• Number of contracts maintained</li> <li>• Value of contracts monitored</li> <li>• Students served per SRO</li> </ul>

## TECHNOLOGICAL DEVELOPMENT

The purpose of this core business is to develop and use technology for investigating crimes, tracking crime information, and improving business systems so that we better utilize information for addressing crime and serving citizens.

Program and Purpose	Services
<p><b>Information Services</b>            Purpose: To use crime-related and other information to improve our response and investigation, track our work, proactively address crime, and fulfill requests for data.</p>	<ul style="list-style-type: none"> <li>• Centralized crime analysis</li> <li>• Precinct crime analysis</li> <li>• Records</li> <li>• Regional information sharing</li> <li>• Statistical reporting</li> </ul>
<p><b>AFIS</b>            Purpose: To provide regional fingerprinting services to the citizens of King County in order to identify individuals who may be connected to crime.             Purpose: To provide photography services to KCSO staff in order to record crime information and enhance publicity (e.g., recruiting) efforts.</p>	<ul style="list-style-type: none"> <li>• Ten-print</li> <li>• Jail identification</li> <li>• Latent prints</li> <li>• Photography (see above)</li> </ul>
<p><b>Computer Resources</b>            Purpose: To provide computer tools and support to KCSO employees so that they can perform their work efficiently and effectively.</p>	<ul style="list-style-type: none"> <li>• IRIS</li> <li>• Computer Installation and maintenance</li> </ul>

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> <li>• Number of employees who have completed IRIS training</li> </ul>	<ul style="list-style-type: none"> <li>• Number of entries made to the IRIS system</li> <li>• Number of bulletins and other reports created by Crime Analysis</li> </ul>

## EMPLOYEE AND CITIZEN SERVICES

The purpose of this core business is to develop and use systems to improve employee performance and satisfaction and provide service in a timely and professional manner.

Program and Purpose	Services
<b>Internal Investigations</b> Purpose: To conduct investigations of and provide direction to employees regarding appropriate conduct so that we can deliver professional services to citizens and continually improve our work.	<ul style="list-style-type: none"> <li>GOM</li> <li>Driving Review Boards</li> <li>Investigations</li> </ul>
<b>Personnel/Employee Services</b> Purpose: To provide the systems that support employees from recruiting to separation so that the KCSO maintains a highly-skilled and professional staff.	<ul style="list-style-type: none"> <li>Recruiting and Hiring</li> <li>Evaluation tracking</li> <li>Chaplain</li> </ul>
<b>Training</b> Purpose: To ensure that employees are appropriately trained and meet required certifications that the KCSO provides the highest-quality service to citizens.	<ul style="list-style-type: none"> <li>In-service training</li> <li>Specialized training</li> <li>State certification</li> </ul>
<b>Citizen Services (Non-crime related)</b> Purpose: To ensure that citizens receive the services required by law or by precedent in a professional and courteous manner.	<ul style="list-style-type: none"> <li>Concealed weapons permits (RCW 9.41.050)</li> <li>Responding to information requests</li> <li>Search and rescue (RCW 38.52.400)</li> <li>Emergency management (KCC 2.16.060 B.3)</li> <li>Citizen satisfaction surveys</li> <li>Civil process (KCC 2.16.060 C.2)</li> </ul>

Potential Effectiveness Measures	Potential Efficiency Measures
<ul style="list-style-type: none"> <li>Percent change in sustained complaints against employees</li> <li>Number and percent of employees receiving evaluations of "meets standard" or better</li> <li>Percent of employees meeting state- or county-mandated training requirements</li> </ul>	<ul style="list-style-type: none"> <li>Percent of employees attending in-service training</li> <li>Number of employee evaluations done</li> <li>Number of civil warrants served</li> </ul>

## RESOURCE AND FACILITY MANAGEMENT

The purpose of this core business is to appropriately manage and optimize our financial and physical resources so that they best support our efforts to enforce laws and meet the stated needs and desires of the citizens we serve.

Program and Purpose	Services
<b>Administration</b> Purpose: To provide clear direction to employees and the public about the KCSO's priorities so that the services are aligned and cost-effective.	<ul style="list-style-type: none"> <li>Media Relations</li> <li>Legal Advisor</li> <li>Sheriff's Aide</li> </ul>
<b>Resource Management</b> Purpose: To manage resources so that citizens receive the best law enforcement service value.	<ul style="list-style-type: none"> <li>Budget and Accounting</li> <li>Property Management/Supplies</li> <li>Grant writing/applications</li> <li>Facilities and Maintenance</li> <li>Communication</li> <li>Performance Measures</li> </ul>



# SECTION SIX: STRATEGIC INITIATIVES

In support of its stated direction, the KCSO developed specific, action-oriented strategic projects. These projects assist the agency in advancing its vision and mission, as well as helping it become an organization based in community-oriented policing (COP). The COP philosophy was set forth by the King County Council in 1994

These strategic projects and initiatives were described in the 2001 Business Plan. With some modifications based on project progress and budgets, they are presented again in this business plan as the initiatives that will help the KCSO achieve its core businesses.

Core Business Functions and Strategic Initiatives	Supports		
	Goal 1	Goal 2	Goal 3
<b>Crime Response, Investigation, and Prevention</b>	<b>X</b>	<b>X</b>	<b>X</b>
Homicide Investigations	✓	✓	
Partnerships	✓	✓	
<b>Contract Service Provision</b>	<b>X</b>	<b>X</b>	<b>X</b>
Contract Law Enforcement Program	✓	✓	✓
Metro Transit Policing	✓	✓	✓
School Resource Officer Program		✓	✓
<b>Technological Development</b>	<b>X</b>	<b>X</b>	<b>X</b>
Incident Reporting and Investigation System (IRIS)	✓	✓	✓
Regional Information Sharing	✓	✓	
Centralized Crime Analysis	✓	✓	✓
Wireless Communications	✓	✓	
Records Management		✓	✓
<b>Employee and Citizen Services</b>		<b>X</b>	
Internal Systems Development		✓	
<b>Resource and Facility Management</b>		<b>X</b>	
RCECC Project		✓	
Space plan/CASP Project		✓	

## HOMICIDE INVESTIGATIONS

The King County Sheriff's Office recognizes that the proper investigation of homicides and questionable deaths is of paramount importance. It is also understood that these matters are extremely staff and time intensive. Smaller agencies seldom have the experience, staff or support services to give these cases full and long-term follow-up. Given our expertise in, and commitment to, the proper investigation of these cases, the Sheriff's Office has chosen to offer our homicide investigative services to all jurisdictions in King County without charge.

### CURRENT STATE

Our city contracts have been adjusted to back out our homicide investigation costs. A letter was sent to each jurisdiction in King County stating that we are offering our services in this area free of charge.

In March 2001, we were asked to assist with the homicide investigation of a Des Moines law enforcement officer. Major Crimes, KCSO polygraph, the Criminal Intelligence Unit, Guardian One, Pro Act, Search and Rescue, and a precinct burglary unit all worked on this case.

Also in March 2001, Des Moines requested that the KCSO Major Crimes unit handle a quadruple homicide investigation that occurred in their city. The units that responded to this crime included Major Crimes, Tac 30, Burglary/Larceny, Pro Act, MARR, Special Operations, Search and Rescue, the bomb dog, Guardian One, AFIS, Metro, Fraud, Special Assault, and numerous members of the professional staff and patrol. Over 1,000 hours have been spent on this case to date. The focused effort of these many KCSO members led to having a suspect in custody within 72 hours of starting the investigation.

### **FUTURE STATE**

As our offer becomes more common knowledge, we expect additional requests for our service. As this occurs, we will adjust internally to accommodate the increased work. There is potential for partnering with other police departments and better sharing of information and expertise.

### **GOALS FOR 2002**

The KCSO will continue to strive for excellence and innovation in our homicide investigations and will continue to make other police departments aware of our offer. As we succeed in these cases, we will make that information known. The KCSO will assess the draw on our resources as outside departments use this service, and plan accordingly for future years.

## **OTHER PARTNERSHIPS**

In 2002, the KCSO intends to continue our work on the following partnerships.

### **VIOLENT FIREARMS CRIME COALITION**

The Violent Firearms Crime Coalition of King County is a partnership of 40 law enforcement and criminal justice agencies that aims to reduce the incidence of firearms crimes in our area. In 2000, the coalition participated in Safe Cities Coalition forums and conferences, which connected them with similar groups across the country. The coalition also developed a web site, which is hosted by the KCSO, and conducted extensive training for law enforcement officers.

### **SCHOOL SAFETY**

The KCSO is working with the Snohomish County Sheriff's Office to adopt school mapping technology, which will make our response to school emergencies faster and more effective.

### **PREVENTING RACIAL PROFILING/BIAS-BASED POLICING**

The KCSO has long addressed profiling issues through policy statements. In 2001, we enlisted the support and participation of the King County Civil Rights Commission, NAACP, Urban League, other community groups, and the King County Police Officers' Guild to discuss profiling issues. In July 2001, we held meetings with community groups in each precinct to discuss these issues and gather citizen input. We plan to work with these groups as we address state legislation that would mandate data collection.

### **CRIMINAL JUSTICE**

In early 2000, Sheriff Reichert called together the prosecutor and presiding Superior and District Court judges. Together, they represent the four elected criminal justice leaders in King County government. The group meets

weekly and acts on key criminal justice issues. In addition, they are developing joint cost/efficiency projects such as the drug court initiative, warrants amnesty, drug sentencing reform legislation, and the KCSO's Jail Alternative for Warrant Service (J.A.W.S.) project.

## **CONTRACT LAW ENFORCEMENT PROGRAM**

The KCSO is currently the full service provider for thirteen cities and provides specialty services to several cities that operate their own basic police force. In addition, we serve school, transit, airport, and other jurisdictions/entities in the county. Day-to-day contract operations are managed by selected contract chiefs; contracts and costs are managed by the Budget and Accounting Section, the Contract Services Section and the Executive Budget Office.

This summary describes contracting in general, and does not address our relationships and goals for specific contract customers. Our ultimate goal is to continually refine and improve our written agreements and services to meet customer needs in the best way possible and in balance with our resources and other requirements.

### **CURRENT STATE**

Managing contract compliance and ensuring that contractual obligations are met is currently the responsibility of the Contract Services Section. The section consists of four dedicated staff members: a captain, an administrative specialist, a planner/analyst, and a communication specialist. The KCSO is considering options for expanding the section in the near future to provide better service. This section is working closely with the cities on service efforts and accomplishments reporting and citizen satisfaction surveying. In addition, the section is working with other KCSO units to implement the School Resource Officer program.

We are also working with the state boundary review board and county potential annexation areas (PAA) team to identify incorporation feasibility and the best ways to transition potential annexation areas. A great deal of progress has been made over the past two years in improving and refining this process, especially in the area of ensuring that future annexations and incorporations do not create or perpetuate small service area "islands" surrounded by multiple service providers.

### **FUTURE STATE**

We hope to continually refine and expand our contracting process, working with our current customers to provide more high-quality police services. We will also be looking for ways to provide better education and information about police services, and for ways to fairly meet the requests for service and information. Our goal is to evolve from our current customer-provider relationship into a true multi-entity partnership that will make maximum use of our collective political power.

### **GOALS FOR 2002**

In 2002, we will continue to monitor service efforts and accomplishments and workload indicators for the cities and fulfill our other contractual obligations. An important customer satisfaction item will be to educate the city chiefs about the information they receive and how to share it for decision making.

We are also planning a second annual managers and chiefs retreat as a follow-up to the highly praised (first ever) half-day retreat that was held on March 14, 2001.

## **METRO TRANSIT POLICING**

The Transit Division of the King County Department of Transportation oversees ongoing actions to ensure passenger and employee security and safety for Metro. Security is provided by full-time KCSO deputies and sergeants, as well as

off-duty Seattle Police officers and sergeants. The KCSO supervises the unit and manages its operations in cooperation with Metro.

The KCSO is developing a policing model to reflect the security needs of Metro, its employees, and customers. As the workload increases, additional personnel, equipment and training will be necessary to help Metro achieve its goal of operating safe transportation that is responsive to the needs of citizens.

### **CURRENT STATE**

The KCSO's Metro Transit Police Unit grew to 25 people in 2000, and will increase again in 2001 to 27 full-time staff members. These individuals are supported by about 400 off-duty or part-time Seattle Police Department officers and KCSO deputies who provide patrol and tunnel coverage. Increases in full-time staff correlate with significant increases in the number of transit arrests.

Through the dedicated unit, the KCSO participated in base security fairs, base security committee meetings, and continued the base liaison program. This direct connection with Metro operators and staff helped facilitate improved communications, including a marked increase in operator participation in the Security Incident Report system. Our personnel initiated police ride-a-longs for Metro coordinators, operators, and base security committee members. The KCSO also worked closely with business organizations and other law enforcement agencies to improve safety and security.

The KCSO's transit program also includes site visits to other transit entities, professional conferences, specialized training for new transit police employees, and transit security/response courses. We encourage internal training, as demonstrated by transit-specific training that was provided to the Tac-30 teams and Bomb Disposal Unit detectives by the dedicated transit police employees. Transit sergeants also attended the annual American Public Transportation Association meeting in Calgary, Alberta where they were invited to speak at a seminar describing several of the operational aspects of the Metro Transit Police and specific programs that have been set in place to reduce operator and passenger assaults system wide.

The KCSO worked closely with Metro Transit management and operational teams to provide specialized policing services during major events effecting Metro Transit, including various annual events and parades as well as events involved with the N-30 Conference and Year 2001 activities.

The KCSO has worked with Metro Communications to develop a dedicated Metro Transit Police communications channel. This is staffed by Sheriff's Office dispatchers, and is housed in the KCSO Communications Center.

The Metro Transit Police have moved to new offices located at Metro's Central base. This offered the unit increased space and an improved work environment

### **FUTURE STATE**

KCSO will continue to provide excellent police services, as well as information and exchange programs, to Metro employees and customers. The KCSO hopes to develop active working relationships with all law enforcement agencies within King County in order to improve our service to Metro.

We will continue to work closely with the Seattle Police Department through the shared service model, but will add additional personnel as Metro service needs dictate. We will purchase specialized equipment and vehicles as necessary to better serve Metro's security needs.

## **GOALS FOR 2002**

The KCSO intends to continue to develop our transit police expertise, excellence in safety and security service delivery, and countywide and regional relationships. This will include ongoing training (e.g., site visits and courses) for new and existing staff. In addition, the KCSO will continue to provide services and education as requested by Metro Transit.

## **SCHOOL RESOURCE OFFICER PROGRAM**

The SRO program was created and designed to build partnerships between students, teachers, parents and police by providing a uniformed deputy on school campus, thereby allowing schools to focus on education. SROs work to create a safer environment and reduce the fear of crime on school campus so students can learn. The program has three components (mentoring, instruction, and security), and schools can contract for the components that best meet their needs. The King County Sheriff's Office has offered School Resource Officer services to school districts for over seven years.

### **CURRENT STATE**

The KCSO received the \$1.125 million COPS in Schools grant to hire nine School Resource Officers. Since receiving the grant, the Sheriff's Office has contracted with six school districts for seven full-time School Resource Officers. These contracts cover 16 middle and high schools and various elementary schools.

Three of the seven SRO positions were made possible through the efforts of Congresswoman Jennifer Dunn. She helped the KCSO secure a direct federal appropriation of \$250,000 to help three underserved schools match the grant funds. The \$250,000 earmark was awarded December 20, 2000 and full-time SROs were placed in schools in March 2001.

The KCSO secured supplemental funding from the King County Executive's Office for the start up costs of these nine deputies. These costs are not covered through the grant or school district matching funds.

The City of SeaTac added two FTEs and placed them as School Resource Officers in two schools within the Highline School District. They did not choose to use financial support from the Cops in Schools Grant, nor does the school district contribute any matching funds.

All full-time SROs are trained and certified by the National Association of School Resource Officers (NASRO). The SRO Coordinator is also certified by NASRO, and has attended the Supervisors' Training.

The Sheriff's Office continues to maintain contracts with the Shoreline (\$50,000), Northshore (\$46,000), and Lake Washington (\$35,909) School Districts. These contracts provide part-time SRO services in approximately 28 schools, and 29 SROs participate in an off-duty capacity.

### **FUTURE STATE**

The five-year vision for the KCSO's SRO Program is to have a fully-trained School Resource Officer in every middle and high school at no expense to schools. The basis of this goal is that school safety and security is a much broader community and public safety matter that benefits all citizens in a "school neighborhood."

## **GOALS FOR 2002**

Our goal is to maintain partnerships for safer schools so students can learn. We hope to lower truancy and drop out rates, reduce juvenile crime and offer youth positive adult role models for their ongoing development.

It is crucial we continue to seek out and identify potential funding opportunities in order to sustain our current full-time contracts after the three-year grant has come to term. The Sheriff's Office will again request support and supplemental funding from the King County Executive and will continue to investigate future grant opportunities.

We are optimistic that Congresswoman Jennifer Dunn's School Safety Act could be a source of future funding for schools. The bill is currently in the House of Representatives, awaiting approval. This bill, if passed, will lift the 20 percent cap on the amount of federal funds that a state may spend on school safety (this is part of the Federal Safe and Drug Free Schools and Communities Act).

## TECHNOLOGICAL DEVELOPMENT

Since 1998, the KCSO has worked steadily to make our use of technology more efficient and effective. In 2001, the KCSO reorganized its Technical Services Division so that most of the technology work could be done within a single section (Planning, Analysis, Records, and Technology (PART)). This reorganization puts each of the sections responsible for police information and analysis on the same team. This has enabled closer collaboration between units who have responsibility for various parts of different work processes. During 2001, the new PART Section has been working to align technology systems with better business practices to enable the department to enjoy more returns on its investments.

Currently, the PART Section is responsible for the maintenance and operations or support for the following systems:

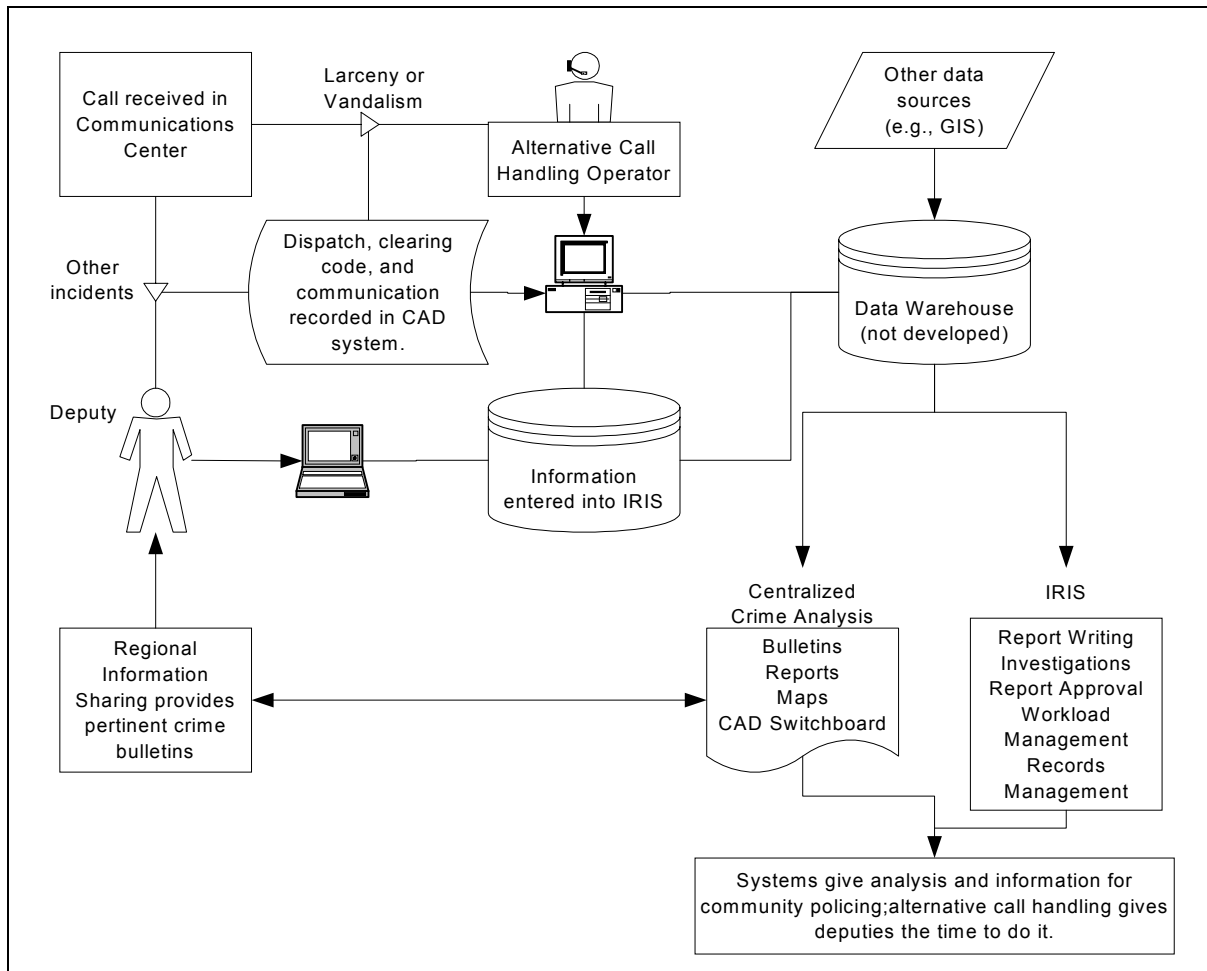
Unit	Responsibilities		Unit	Responsibilities
IRIS	Automated Report Writing Investigations Workflow Management Overtime Management Document Management Records Management		Crime Analysis	Maps Bulletins Management Reports CAD Switchboard
Computer Resources Unit	Laptop and Desktop Computer Support Department Servers Network Administration		Records	Electronic and physical records management Public disclosure

In support of these capabilities, the PART Section is continuing its efforts to provide professional and commissioned staff members with the equipment, training, and support that their jobs require. The County's financial condition requires that the Computer Resources Unit develop creative solutions to supporting our significant infrastructure. Meeting the needs and ensuring that equipment does not become outdated will take a commitment to long-term and ongoing technology investments.

Figure 8 (next page) shows the relationships between key technology projects.

**Figure 8: The Vision for Technology Projects**

(Note: Until the data warehouse is developed, information is accessed directly by Centralized Crime Analysis and IRIS.)



**INCIDENT REPORTING AND INVESTIGATION SYSTEM (IRIS)**

The Incident Reporting and Investigation System (IRIS) is designed to facilitate the process of gathering, organizing, reporting, and sharing criminal incident information. Currently, 500 megabytes of the most recent crime and disorder information is on laptop computers which all patrol officers and detectives carry. This enables users to access all of the most recent information from the last 12 months, and summarized information on persons for the previous 4 years. Desktop computer users, and laptop users, when connected to the network have access to the entire historical database. IRIS is also designed to use history of prior incidents for investigation, distribute information to other internal and external computer systems, compile statistics, streamline report approval and delivery for follow-up investigations and manage deputy workload. Since the system is computerized, users and supervisors can more easily manage quality, access to information is improved, and we can more easily manage productivity.

**CURRENT STATE**

IRIS has been stable and working well since May 1999, and now includes a stable SQL database and a messaging system for bulletins, maps, briefings, and data and information sharing. In 2000, the KCSO has added records management and property management components to the system.

At the end of 2000, all deputies and detectives had laptop computers with which to use and access the system; they enter over 90 percent of cases into the system. Clerks enter the remaining cases. In 2000, the KCSO established the IRIS Guidance Team to prioritize development work and monitor its progress. During 2000/2001, the following priorities were accomplished.

1. Data Integrity, maintenance, code clean-up, transition planning. This will be completed by the end of 2001.
2. Document workflow process & approval routing
3. IRIS Training modules were designed and delivered. Online, context-sensitive Help is also near completion.
4. Policy decisions
5. Crime bulletins are routinely sent to deputies via IRIS's messaging technology.
6. Overtime request management and analysis
7. Security enhancements
8. Alternative Call Handling enhancements (i.e., runaways and missing persons, refine custom main screen)
9. Intranet: IRIS web document search enhancements and regional bulletin document search enhancements for mobile users
10. The KCSO successfully participated in the effort to "institutionalize" the WIRE web site, by securing an agreement with members of the King County Police Chiefs' Association (KCPCA). Under the agreement, the KCSO houses and maintains the site and its servers.
11. Centralized training and certification management intranet based database
12. Minimized criminal history

## **FUTURE STATE**

Like any technology, IRIS must be supported over time so that the application remains current and useful. The future state of IRIS includes:

1. Updating components of IRIS by using technology upgrades to improve performance and reliability.
2. Upgrading department computers and servers to Windows 2000 and upgrading IRIS to Access 2000. These upgrades will enable us to lengthen the lifespan of the application and take advantage of performance improvements in new version releases.
3. Integrating IRIS into a comprehensive Regional Information Sharing system, including the ability to quickly search local and national databases and document archives. Automation of search techniques will improve speed to the point that it can become normal investigative or problem solving police work, not the exception.
4. Integrating department information systems to enable users to use a minimum of interfaces.
5. Moving responsibility for IRIS maintenance, support, and minor development from contract developers to permanent KCSO staff. This transition will be complete by the end of 2001.

The wireless communications project will also support IRIS use by expanding the laptop's capability to include names and plates inquiries, and improving data-sharing capabilities so that all data on the laptop is current.

## **2002 PRIORITIES**

In 2002, the KCSO will continue to implement the recommendations of the IRIS Guidance Team as allowed by time and budget. In addition, the KCSO has and/or will be taking the following steps to support IRIS as well as other technology initiatives.

- Hire a Help Desk and computer support team coordinator and a systems and database administrator to support IRIS and other department information systems.
- Install new servers to improve reliability of the network and IRIS systems.
- Continue to improve back-up systems that allow us to get users back on line with secure data more quickly.
- Purchase remote management, asset management and help desk software to improve the unit's capability to support users.



- Replace over 200 computers that have gone past their three years of life expectancy.
- Upgrade KCSO computers to Windows 2000 .

## **REGIONAL INFORMATION SHARING**

The regional information sharing project programming done by the IRIS development team mentioned above, places crime information in a central location with a single computer interface. Law enforcement agencies can then search that system for information. The improved inter-agency communication about crime means that cross-jurisdictional criminal activity is more effectively identified and targeted for appropriate action. Agencies will have greater opportunity to solve crimes, arrest criminals, and develop solid cases for prosecutors.

### **CURRENT STATE**

The WIRE web site has been operational since the summer of 2000. KCSO staff have maintained the site and post new bulletins sent in by partner agencies each day. This year, KCSO staff have implemented a cost sharing system with each of the agencies.

### **FUTURE STATE**

This project is a pilot effort to develop a comprehensive regional information sharing system. The KCSO, as well as other agencies, is exploring several options for the system's technology, sponsorship, and funding. As those options are narrowed through a critical decision-making process, this pilot will be guided into the more comprehensive approach.

### **GOALS FOR 2002**

Unless other developments occur, the KCSO will devote staff time to administer the bulletin system, maintain the web site, and function as leaders of the regional information sharing team. The KCSO will encourage the KCPCA to create a vision for structured/tabular data and develop a strategic plan for a comprehensive integrated regional information system.

## **CENTRALIZED CRIME ANALYSIS**

Centralized Crime Analysis will allow the KCSO to share accurate, timely, and comprehensive crime trend and criminal information with deputies and other customers, which will help to reduce crime, improve efficiency, and increase citizen satisfaction. The system will be implemented in a series of phases, with the end result being an integrated information system that allows customers to run their own investigative queries through an intranet or request assistance from specially-trained analysts. Custom and regular reports will be developed for department users.

### **CURRENT STATE**

Tasks accomplished in 2000 included:

- basic mapping and crime analysis methods training for our analysts
- the development of a CAD data switchboard
- crime analysis capabilities including CAD data research and mapping services
- more extensive data analysis which includes IRIS data sources

During 2001, the Centralized Crime Analysis team will work collaboratively with a department-wide Crime Analysis Guidance Team to implement tasks developed and prioritized during their Spring Retreat.

### **FUTURE STATE**

The KCSO expects to fully institutionalize the crime analysis system. Doing so involves not only the centralized unit, but also a local analyst at each worksite. In addition, we plan to train personnel so that crime analysis is incorporated into the problem solving methodology.

## **GOALS FOR 2002**

Goals for 2002 include becoming active in crime analysis associations and advancing regional crime analysis via leadership and participation in the W.I.R.E. web site. The team will be exploring methods for making information more easily available to citizens and other stakeholders. Through the Crime Analysis Guidance Team, we will work to continuously improve our ability to provide the information necessary to assist deputies and detectives. We also are committed to resolving the precinct-based crime analysts issue, which may mean training staff and hiring additional non-commissioned personnel. We understand the necessity of increasing the visibility of CCA by writing articles for appropriate professional publications and attending professional gatherings. Becoming widely known for our work improves our ability to apply for and obtain grants.

## **WIRELESS COMMUNICATIONS**

The KCSO needs to develop a system of wireless communication so that information can be shared on-demand with patrol deputies. Such a system will allow deputies to access local and regional databases, as well as KCSO information. Doing so improves public and deputy safety through enhanced decision making, decreases the time deputies spend connected to the network (and thus, off the street), and could lead to increases in stolen property recoveries and warrant arrests. It also frees up more radio air time, allowing dispatchers to focus on high priority calls for service.

### **CURRENT STATE**

Deputies can currently obtain this information from the Communications Center, but the amount of information available is limited by dispatcher time and radio traffic. Existing staff are conducting feasibility research; this work will be shifted to contract employees if grant money becomes available.

### **FUTURE STATE**

The vision is to initiate a wireless data communication system reliably and cost effectively in 2001 and 2002. The timeline is dependent upon funding.

## **GOALS FOR 2002**

In 2001, the KCSO will work on feasibility research and funding sources. A challenge will be to secure matching funds for any grant.

## **RECORDS MANAGEMENT**

The implementation of IRIS within the Records Unit created a new and better understanding of department records creation, approval, and management. The complexity of the workflow and the need for better quality control requires a process improvement project, which is currently underway. A small team consisting of representatives from Field Operations, CID, Records, and the Business Systems Manager is leading this project. The goal of this project team is to understand current practices, eliminate unnecessary steps, standardize practices, and develop system indicators that enable users to monitor their own team's quality and productivity, thereby reducing errors and the number of times work needs to be redone.

Some of the capabilities of IRIS have enabled a reduction of paperwork and copying, which has led us to begin evaluating the feasibility of moving towards a paperless, or near-paperless system.

## **INTERNAL SYSTEMS DEVELOPMENT**

Internal Systems Development is the simple way of expressing the fact that the KCSO must begin to turn our focus to the employee systems that help us to ensure that we are providing the best services in the most efficient manner possible. In time, the KCSO should have ways to recruit and hire the best people, provide them with the tools they need

for their jobs, give them appropriate training, and promote and evaluate them based on core competencies. In addition, employees should have clear and modern policies and procedures and good supervision.

### **CURRENT STATE**

In the fall of 2000, significant work was done to establish the project's scope and develop an initial seven-year plan of work. The scope included recruiting and hiring, training, supervision, policies and procedures, and evaluation/leadership. The workplan documented high-level tasks and responsibilities mapped against a three-phase timeline.

In June 2001, the KCSO opted to reduce the project's scope to reflect operational and financial limitations. The agency will limit its focus to training and evaluating staff members, and expects that most professional staff members will receive a performance evaluation this year.

### **FUTURE STATE**

When the project is complete, the systems will be integrated as standard practice within the KCSO. An Office of Professional Standards will be established that will conduct ongoing reviews to ensure that our practices remain current and useful.

### **GOALS FOR 2002**

The KCSO will focus on developing an improved performance evaluation processes. In addition, we will continue our review of our recruiting and hiring practices, including the implementation of performance measures that indicate the predictability of our testing. Finally, we will address training needs for commissioned and professional staff.

## **FACILITIES**

Renovations, upgrades, and new construction will assist the Sheriff's Office in providing timely, consistent, and cost-effective services, as required by law, to the citizens of King County. Further, the facilities projects will manage growth within the Sheriff's Office and the agency's response to the seismic upgrade of the King County Courthouse. Upgrades will make better use of the existing space and ensure the safety of staff.

The KCSO will continue to work with the Department of Construction and Facilities Management to identify the needs and the responsibility for ongoing capital projects. Such projects include ensuring health and safety at existing sites, managing the Regional Communications and Emergency Coordination Center (RCECC) project, and supporting the Courthouse Addition and Seismic Project (CASP).

### **THE REGIONAL COMMUNICATIONS AND EMERGENCY COORDINATION CENTER (RCECC)**

The Regional Communications and Emergency Coordination Center (RCECC) will house the Sheriff's Office Communications Section and the Office of Emergency Management Emergency Coordination Center. Design development for this proposed new construction was completed in May 2001. Approval and funding for a construction manager should be completed in June 2001. At the conclusion of 2001, construction documents, permit processing, and the construction bid period should be concluded. Construction of the facility is scheduled to begin in November 2001.

### **FUTURE STATE**

During 2002, construction of the RCECC will continue. The project schedule indicates that construction will conclude in December 2002. Installation, testing and training of new equipment will initiate in 2002 and should be completed early in 2003. Relocation of services to this new facility will be completed in the first quarter of

2003. By 2005, the KCSO plans to recover the space in the courthouse (7500 square feet) and remodel it to house the Criminal Investigations Division, which is now at the Regional Justice Center.

**GOALS FOR 2002**

During 2002, the KCSO will monitor project process and continue to partner with DCFM to ensure the quality construction of this new facility. We will also continue to coordinate with the Office of Emergency Management to strategize and build a cooperative and effective working environment at the RCECC.

**COURTHOUSE ADDITION AND SEISMIC PROJECT**

The Courthouse Addition and Seismic Project (CASP) is designed to improve the seismic stability and fire/life safety in the King County Courthouse. Construction work related to this project should begin in August 2001. Currently occupied Sheriff's Office space in the Courthouse basement, first floor, and floor 1A are impacted by the seismic retrofit and require relocation of some staff. Work affecting KCSO office space and staff should be completed by the end of 2001.

**FUTURE STATE**

The Sheriff's Office will continue to assist DCFM and CASP staff as needed throughout the project. As County-wide space planning occurs and KCSO relocates staff into new facilities, consideration for moving the Criminal Investigations Division from the Regional Justice Center back to the King County Courthouse must be considered.

**GOALS FOR 2002**

During 2002, KCSO will monitor project process to ensure the safety of staff and properly utilize the KCSO Courthouse footprint. We will also assist DCFM with issues resulting from CASP and County space planning efforts.

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# **SUMMARY**

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The King County Sheriff's Office is continuing to achieve its long-term goals by annually documenting the strategic business objectives and benchmarking project success. These plans have changed annually, and should continue to develop with the organization. Over time, more data will be available to the KCSO. This data will become a driving factor behind organizational decision making. In addition, future plans will reflect more input from our customers.

Our aim is to secure adequate funding to fully realize the plans documented herein. These plans reflect our desire to provide the best law enforcement possible, and our vision to be the provider of police services in King County.

# EXHIBIT A: EXPECTED ANNEXATIONS

The following chart was prepared by the King County Office of Regional Policy and Planning. It is useful for the King County Sheriff's Office to plan for changes to our unincorporated and city service areas.

Annexation / Incorporation Area	DESCRIPTION	Projected A/I Date *	Estimated Current Population **	COMMENTS
Beazley	<b>A - Redmond</b> Located on eastern edge of city, <i>pending</i>	2001	3	Legal description being corrected. Presently in limbo.
Federal Way North PAA	<b>A - Federal Way</b>	2001		Small areas left unincorporated after Redondo-Riviera annexation to Des Moines.
Issaquah East PAA	<b>A - Issaquah</b> Along I-90 and NW of West Tiger Mt.	2001		Full annexation dependent on Comp. Plan change to make adjoining islands an urban area.
Merlino	<b>A - Renton</b>	2001	0	BRB has approved annexation, but it is pending due to a lawsuit.
NE Rose Hill	<b>A - Redmond</b> Annexation of remaining islands, <i>pending</i>	2001	119	Annexation expanded to include remaining islands. Pending due to lawsuit from firing range property owner.
Squawk Mt.	<b>A - Issaquah</b> In SW PAA just north of Squawk Mt. Park	2001		Owner of land interested in annexation
Bellevue Islands	<b>A - Bellevue</b> Two pockets surrounded south central portion of city	2001-2	645	Includes Hilltop (60.5 mil), Lakemont (8.5 mil), and eastern areas near Cougar Mt. Smaller island will likely go first.
Bellevue South PAA	<b>A - Bellevue</b> Pockets along southern border with UGB and north of Cougar Mt.	2001-2	200	
Within UGB near Covington	<b>A - Covington</b>	2001-2		Areas not designated within any PAA - working with City.
Bothell East PAA	<b>A - Bothell</b> Small parcel of land along border with Woodinville	2002		
Bothell Islands	<b>A - Bothell</b> Two islands within city	2002		
Holt/Cobble - Lea Hill	<b>A - Auburn</b>	2002	250	Annexation approved by BRB. On hold by City - expect 2/02.
Kent Western PAA	<b>A - Kent</b>	2002		Island near I-5, no imminent plans to annex.
Kingsgate	<b>A - Kirkland</b>	2002		Kirkland studying Finn Hill, Juanita, Kingsgate.
Kirkland Border	<b>A - Redmond</b> Two islands along border with Kirkland	2002		
Miller - Lea Hill	<b>A - Auburn</b>	2002	1,350	Annexation approved by BRB. On hold by City - expect 2/02.
North and south islands in city	<b>A - Auburn</b>	2002		Neighbors unsupportive of joining Auburn, city has no plans to force issue
Providence Point	<b>A - Issaquah/Sammamish</b>	2002		Cities must resolve annexation.
Black Diamond PAA	<b>A - Black Diamond</b> 5 major zones within boundary	2002+	1,000	5 rural city PAA populations estimated to be 5000. Estimate divided equally among each city's unincorporated areas.
Bothell West PAA	<b>A - Bothell</b> Islands along border with Kenmore	2002+		Depending on Kenmore Comprehensive Plan

\* Projected dates are best guess estimates based on currently available information.

\*\* Populations, and AV values are rough estimates only and should be confirmed before using in financial forecasting.

<b>Annexation / Incorporation Area</b>	<b>DESCRIPTION</b>	<b>Projected A/I Date *</b>	<b>Estimated Current Population **</b>	<b>COMMENTS</b>
Carnation PAA	<b>A - Carnation</b> 3 major zones within boundary	2002+	1,000	5 rural city PAA populations estimated to be 5000. Estimate divided equally among each city's unincorporated areas.
Duvall PAA	<b>A - Duvall</b> 4 major zones within boundary	2002+	1,000	5 rural city PAA populations estimated to be 5000. Estimate divided equally among each city's unincorporated areas. No activity listed on website
Enumclaw PAA	<b>A - Enumclaw</b> 2 areas to the west and north of city limits	2002+	1,000	5 rural city PAA populations estimated to be 5000. Estimate divided equally among each city's unincorporated areas.
Greenwood Point	<b>A - Issaquah</b> At southern end of Lake Sammamish	2002+	7,000	Adjoins Bellevue PAA on west border
Kent South PAA	<b>A - Kent</b>	2002+	200	Several smaller parcels adjoin Lower Green River Agricultural District.
Lea Hill - remaining portion	<b>A - Auburn</b>	2002+	4,500	City is considering pending fiscal study of area.
North Bend PAA	<b>A - North Bend</b> 3 major zones within boundary	2002+	500	Ordinance stating that part of PAA will not be appropriate for annexation until 2002-2012.
Orilla	<b>A - SeaTac, Tukwila</b>	2002+	100	Shown in both SeaTac and Tukwila PAA
Renton North PAA	<b>A - Renton</b> Two pockets south of Newcastle	2002+		Expect gradual annexation by Renton
Snoqualmie PAA	<b>A - Snoqualmie</b> 2 major zones within boundary	2002+	1,000	5 rural city PAA populations estimated to be 5000. Estimate divided equally among the cities. <b>UGA revision pending</b> . No annexations until after revisions complete.
Within UGB near Lake Sawyer	<b>A - Black Diamond</b>	2002+		Areas not designated within any PAA
Bothell South PAA	<b>A - Bothell</b> - North of Juanita	2003		
Cougar Mt.	<b>A - Issaquah</b> North of Cougar Mt. Park	2003		
Finn Hill	<b>A - Kirkland, Kenmore</b>	2003	39,700 total for 4a, 4b, and 4c	Kirkland studying Finn Hill, Juanita, Kingsgate. Area may be split up between cities.
Juanita	<b>A - Kirkland</b>	2003		Kirkland studying Finn Hill, Juanita, Kingsgate.
Klahanie	<b>A - Sammamish or Issaquah</b>	2003	12,000	Cities and residents will resolve annexation.
North Highline - south portion	<b>A - Burien?</b>	2003	19001 total a+b	Not in any PAA. Possible partition between Burien and Seattle
English Hill	<b>A - Redmond</b> Redmond's North PAA	2003+	5,000	Redmond plans to annex region over 5-10 years.
Pacific NW PAA	<b>A - Pacific</b> Within undesignated zone east of Milton and southwest of Algona.	2003+		No immediate plans to annex. City is conducting study with UW.
Petrovitsky Corridor (includes Fairwood)	<b>A - Renton I - Incorporation</b> Includes neighborhoods of Fairwood, Spring Glen, Benson Hill, Cascade Vista, Lake Desire, Shady Lake, Soos Creek, and others	2003+	40,000	Governance study recently completed. If status quo is not an option, most favor annexation to Renton. Within Renton PAA
Renton East PAA	<b>A - Renton</b> Includes Briarwood	2003+	8,000	Expect gradual annexation by Renton. North portion likely to go first -2003, Briarwood 2005+.
South Park	<b>A - Seattle, Tukwila</b>	2003+		Annexation tied to maintenance/construction of new South Park bridge. Seattle looks to annex area
Eastgate	<b>A - Bellevue</b> Large pocket In Bellevue PAA	2003-4	4,400	Contingent on recently completed Westlake Sammamish annexation and 2 yr public process.

<b>Annexation / Incorporation Area</b>	<b>DESCRIPTION</b>	<b>Projected A/I Date *</b>	<b>Estimated Current Population **</b>	<b>COMMENTS</b>
Kent Northeast PAA	<b>A - Kent</b>	2003-4	20,000+	Disputed land between Renton and Kent settled.
West Hill	<b>A - Seattle, Renton</b>	2004+	13,000	Area not in any city's PAA. Discussions with Renton upcoming.
Maple Ridge Highlands	<b>A- Maple Valley</b>	2005		Can't be annexed until developer donates 4:1 open space to KC when built out.
Southwest King County	<b>A - Federal Way, Milton, Algona, Kent , Auburn</b>	2005	25,000	I-5 Corridor Area Annexations by various cities likely to occur over the course of several years. Auburn estimates it will move on starting annexation in 2 years.
North Highline - north portion	<b>A - Seattle?</b>	2005+	19000 total a+b	Not in any PAA. Possible partition between Burien and Seattle
Sammamish East Extensions	<b>A - Sammamish</b>	2005+		Annexation dependent on completion of city's comprehensive plan.



# EXHIBIT B: CITY GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

## Mission

The mission of the [City Name] Police Department is to:

**Provide quality, professional law enforcement services to improve public safety.**

## Goals and Objectives

In order to realize this mission the [City Name] Police Department has adopted the following Goals and Objectives:

Goal 1. Reduce crime and the fear of crime.

- Objective: Use information for crime analysis.
- Objective: Apprehend offenders.
- Objective: Prevent crime.
- Objective: Improve citizens' feeling of security.

Goal: Provide high-quality, cost-effective, and accountable services to [City Name], WA.

- Objective: Provide responsive services to citizens.
- Objective: Provide cost-effective services to citizens.

## Performance Measures

Goal	Objective	Specific Measurements
Reduce crime and the fear of crime.	Use information for crime analysis.	Report crime rates in a format that expresses increases/decreases <u>over time</u> . Crimes rates requested for reports are: a. Part I Crimes Against Persons - murder, rape, robbery and aggravated assault b. Part I Crimes Against Property - burglary, larceny, motor vehicle theft and arson c. Domestic Violence Crimes – All Part I and Part II Incidents d. Automobile Related Crimes – Thefts, Prowls and Thefts from Autos e. Traffic i. Collisions ii. Citations iii. Complaints iv. (Optional) Survey results
	Apprehension of offenders.	Report case clearance (sent to the Prosecutor's Office) rates including adult and juvenile arrest and case closure rates in a format that expresses increases/decreases over time.
	Prevention of crime.	Report workload of crime prevention efforts.
	Prevention of crime.	Report anecdotal accounts of problem solving projects/programs.
	Improve citizens' feeling of security.	(Optional ) Report city purchased citizen satisfaction survey results in a format that expresses improvement/decline over time.

Goal	Objective	Specific Measurements
	Improve citizens' feeling of security.	Report public communication/education workload: <ul style="list-style-type: none"> <li>▪ Newsletters</li> <li>▪ Training</li> <li>▪ Community Meetings</li> <li>▪ Citizens Academies</li> </ul>
Provide high-quality, cost-effective, and accountable services to the citizens of unincorporated King County and to our contract cities.	Provide responsive services to citizens.	Report dispatched call, self-initated police activities and alternative call handling workload.
	Provide responsive services to citizens.	Report Priority X, 1 & 2 average response times.
	Provide responsive services to citizens.	(Optional) Report results of survey questions pertaining to deputy responsiveness.
	Provide responsive services to citizens.	Report IIU citizen complaint information.
	Provide cost-effective services to citizens.	Report costs of outcomes by showing the following spending & staffing information (compared to national averages if available): <ol style="list-style-type: none"> <li>a. Cost per capita (total actual police budget per capita)</li> <li>b. Cost per assessed value (property)</li> <li>c. Commissioned officers per 1,000 residents</li> <li>d. DCFS per patrol officer</li> </ol>

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# **EXHIBIT C: SHORELINE SEA REPORT**

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Link to the Shoreline SEA Report on the intranet:

<http://sheriff.metrokc.gov/contracts/seareports/ShorelineSEA20006-20-01.pdf>