King County Sheriff's Office
Business Plan
2005 Update

October 1, 2004

SHERIFF
KING COUNTY
DAVID G. REICHERT, SHERIFF

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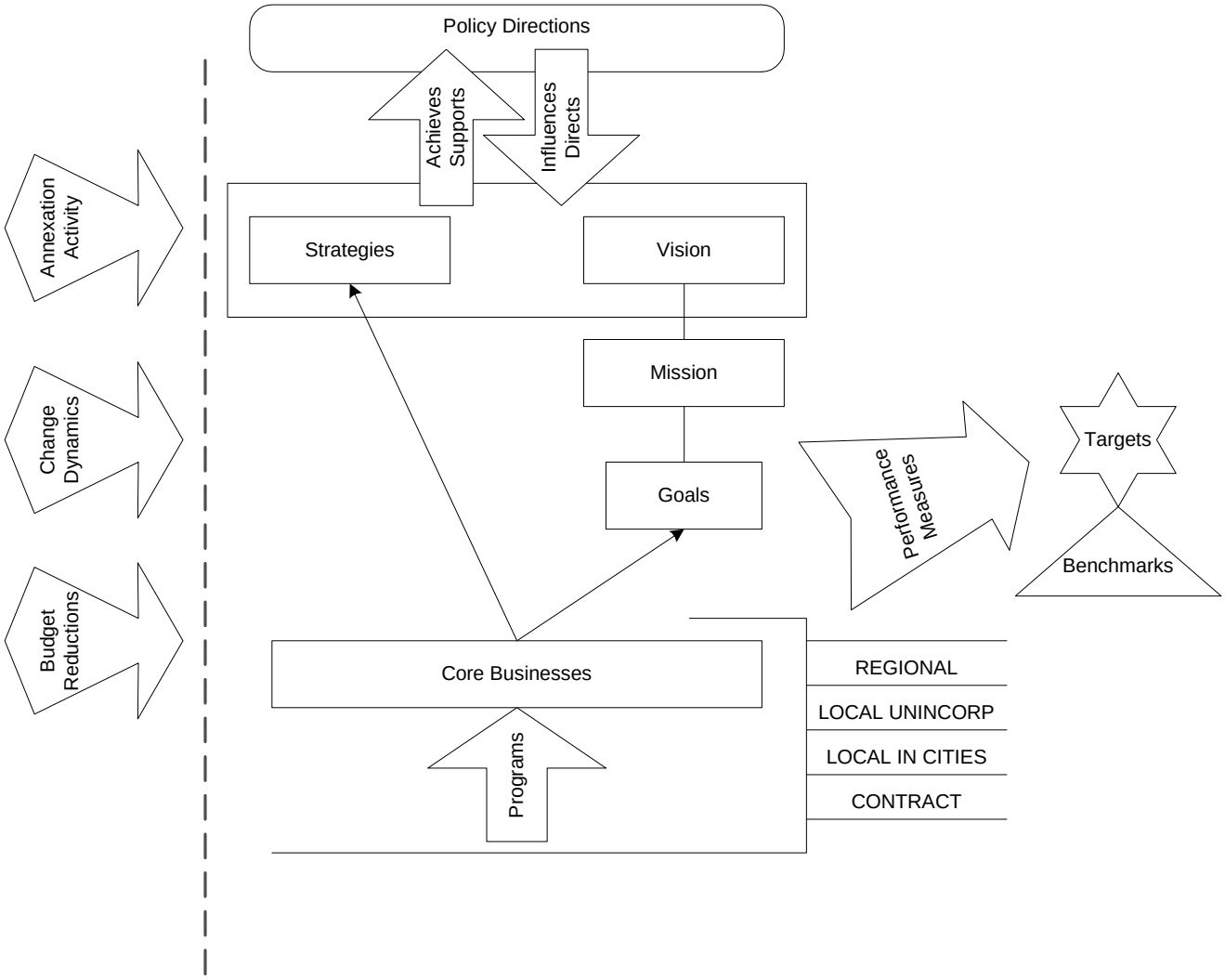
Acknowledgements

The King County Sheriff's Office would like to thank our contract customers and the members of the Unincorporated Area Councils for their valuable input into this business plan.

Executive Summary

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. Our goal is to write this plan in accordance with the instructions provided by the King County Office of Management and Budget and the King County Council. Our business plan is developed around the following model, which is based on those instructions:



Operational Master Plan

Recognizing the limitations of the current planning processes, the Sheriff's Office has initiated a project to develop a 10-year Operational Master Plan that will refine our vision, mission, goals, policies, objectives, and strategies in light of the changes in our operating environment. The project, which we expect to complete in 2005, will begin with an environmental scan that assesses external factors (e.g., annexations, economy, labor market, crime trends, and contract customer needs/opportunities) and internal factors (e.g., organization, labor agreements, staffing models, resources, and efficiencies). Data that will inform our analysis includes, but is not limited to, Sheriff's Office workload information, annexation studies, the BATF and Regional Commission on Governance reports, audits, and studies done by law enforcement experts. From the environmental scan, we plan to develop best and worst case scenarios, goals and strategies for each scenario, and a data-driven model to

guide our business planning. The plans and models will enhance our ability to maintain the County's leadership role as a contract service provider within the limitations of the fiscal crisis and annexation plans.

Organization

The first section of this report explains the KCSO's organization. We employ over 1,000 people who provide law enforcement services to citizens of King County. These staff members work in four divisions and the Sheriff's Administrative Office

Policy Direction, Vision, Mission, and Goals

Policy decisions and direction:

- The Sheriff is chief law enforcement officer in the county, is elected by all county voters, and is responsible to all residents regardless of jurisdiction. The Sheriff's Office is sworn to uphold all county, state, and municipal laws throughout the county.
- Changing crimes, increasing needs for homeland security, a mandate for community policing, and the regional nature of criminal activity require ongoing development of personnel, abilities, customer service, and partnerships.
- The Sheriff's Office has an obligation to meet law enforcement needs in a cost effective manner that reflects the fiscal realities of King County and our contract customers.

Vision

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

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.

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. These measures show that in 2002 we experienced slight decreases in the crime rate, dispatched calls for service, charges/arrests, and dispatched calls for service per deputy. Our surveys indicate that citizens continue to feel safe in their neighborhoods, but crime is still a concern. The following are our goals and the outcome measures we use to determine if our actions are helping us to achieve each goal.

Goal 1: To reduce crime and the fear of crime

- Percent change in crime rate
- Percent change in response activity: dispatched calls for service, self-initiated police activity, and alternative call handling
- Percent change in citizens' reported feelings of safety
- Percent change in citizens' perception of crime trends

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

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.

- Community policing efforts
- Percent of residents reporting that police were effective in solving a problem
- Measured by contract cities in annual Service Efforts and Accomplishments reports.

Change Dynamics

The next section of this report addresses our operating environment: (1) the changes in crime, (2) the requirements of our customers and other factors; and (3) the resources needed to meet the challenges.

Changes in Crime:

- Part I and II crimes have increased slightly in the past year, but the change was not significant and likely does not indicate an upward shift.
- Crime in King County continues to become more complex, as criminals use increasingly sophisticated tools and governments enact new laws.
- Homeland Security continues to be of increasing importance due to King County's location and prominence in international shipping and business. Our ability to respond to these crimes is balanced with a need to engage the community in efforts to mitigate quality of life crimes such as juvenile drinking parties, speeding, and vandalism.
- Further, the Sheriff's Office remains committed to programs such as our Domestic Violence Intervention Unit, which aims to reduce repeat offenses and protect victims.

Service Requirements:

- We serve 32 percent of King County citizens in unincorporated areas and contract cities. Other customers include Metro Transit, the King County International Airport, the Muckleshoot Tribe, and area schools
- The KCSO supports annexations that are supported by residents, do not exacerbate the Current Expense (CX) fund crisis, and do not leave "islands" of unincorporated areas. As annexations take place, the Sheriff's Office contract program will become increasingly important, and the needs of our customers will influence many of our decisions.
- Proper training reduces our financial and life safety risks, but it is costly and time consuming.
- Countywide services enable the Sheriff's Office to realize operational and cost efficiencies, and to address crimes that cross jurisdictional boundaries.

Resources:

- Revenue generated by our contracts returns 44 percent of the money appropriated from the CX fund.
- The Sheriff's Office uses only 11.2 percent of the King County General Fund (CX) budget (accounting for contract revenue), and continues to execute strategies to maintain costs and preserve basic services.
- The Sheriff's Office contract program reduces the County's cost of providing service, mitigating the fiscal crisis within the General Fund budget.
- Budget reductions limit our ability to adequately enforce all laws, maintain appropriate staffing, provide "less lethal" weapons, and provide training.
- Recruiting and hiring successful candidates is an ongoing challenge.

Core Businesses

The measures noted below include some potential measures that the Sheriff's Office is unable to measure at this time.

Core Business		
Purpose	**Potential Effectiveness Measures**	**Potential Efficiency Measures**
Crime Response, Investigation, and Prevention		
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.	• Number of Latent Hits (Crime Scene or Investigation) • Number of Identifications (Criminal and Applicant) • "Liars" (False Names) Identified	• Average response time to high priority incidents
Contract Service Provision		
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.	• Change in Metro Transit customer and operator feelings of safety/security. • Change in contract customer satisfaction with operations and contract service • Noted in contract city SEA reports	• Noted in contract city SEA reports • Number of contracts maintained • Value of contracts served
Technological Development		
Develop and use technology for investigating crimes, tracking crime information, and improving business systems so that we can improve our use of information for addressing crime and serving citizens.	• To be determined	• Number of bulletins and other reports created by Crime Analysis
Employee and Citizen Services		
Develop and use services to improve employee performance and satisfaction, and provide services to citizens in a timely and professional manner.	• Number of deputies and sergeants participating in in-service training. • Percent of residents reporting their general feeling about police services as excellent or good.	• Number of civil process orders served • Number of sex offenders registered • Number of offenders monitored by King County detectives
Resource and Facility Management		
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.	• Percent of general fund budget allocation supported by revenue • Amount of grants secured	• Percent of fuel purchased at county or Pacific Pride stations

Section One:
Overview of the King County Sheriff's Office

The King County Sheriff's Office (KCSO) employs 1,083.5 people who provide law enforcement services to citizens of King County. State law is the primary driver of our services, although contracts, resources, and business priorities also direct service delivery. Sheriff's Office services are provided countywide, to unincorporated areas, and to contract cities.

Organization

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.

Field Operations Division

This division manages the core functions of patrol, precinct-based detectives, crime prevention, storefronts, and reserve deputies. The division has 484 FTEs. 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 includes 151 FTEs. These individuals work in three areas: the Major Crimes Section, the Special Investigations Section, and the King County Regional Criminal Intelligence Group. The division serves citizens with follow-up investigative, warrant, and intelligence-gathering services. Specifically, it investigates crimes including homicide, domestic violence, computer fraud, forgery, child abuse and neglect, custodial interference, and sexual assault. CID also addresses child support enforcement issues and manages court security.

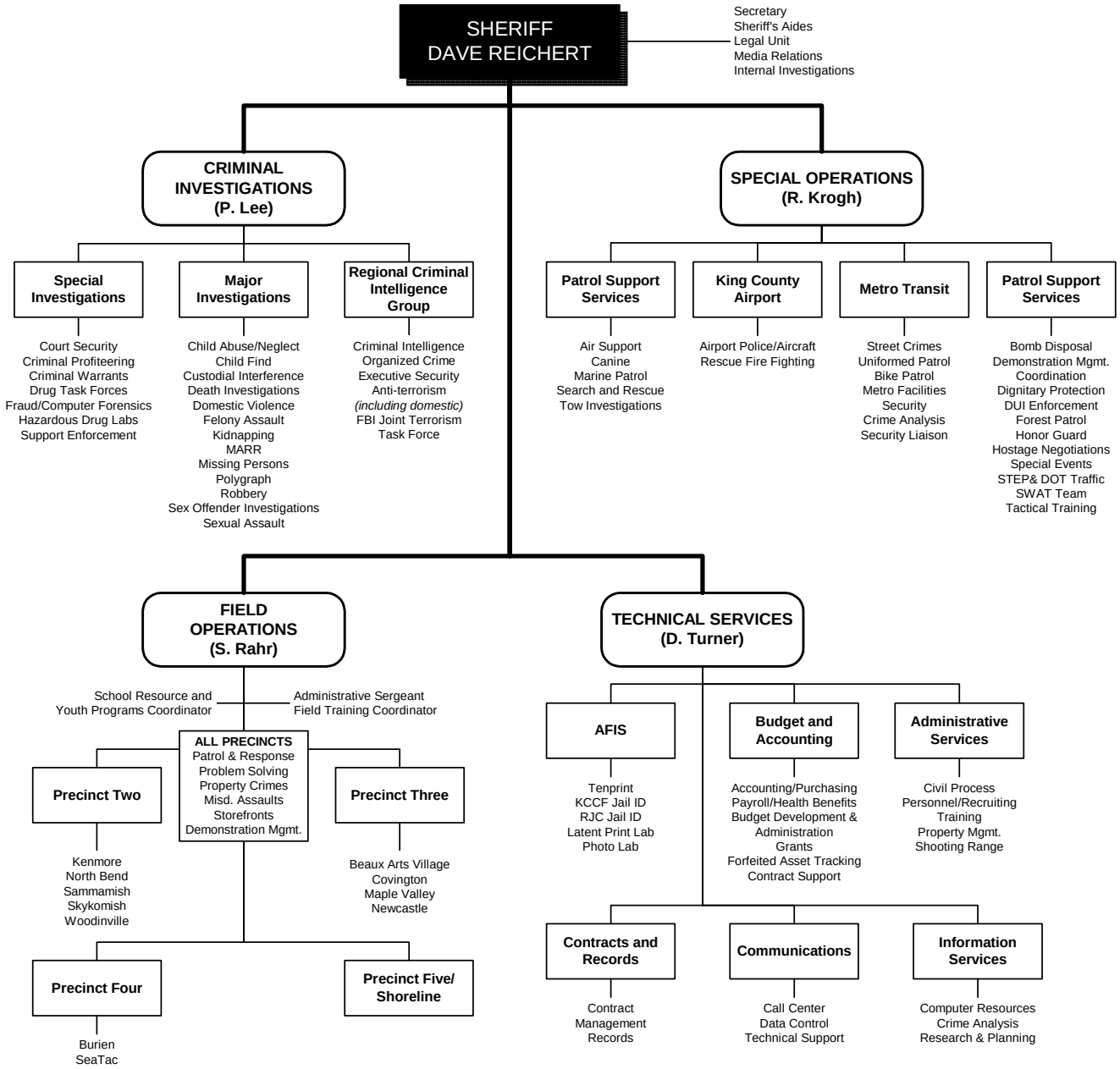
Technical Services Division

Technical Services, with 321.5 FTEs, provides the bulk of support services that are vital to efficient operations. Often, the employees in this division provide direct services to citizens as well as support services to the other divisions. The division is composed of six sections: Budget and Accounting; Administrative Services; Communications; Contracts and Records Services; Information Services; and the Automated Fingerprint Identification System (AFIS). The services provided by the division personnel include emergency 911 call receiving and dispatching, technology development, records, contracting, civil process, gun permits, personnel, payroll, purchasing, training, photography, application and administration of grants, planning, and all aspects of fingerprint identification.

Special Operations Division

The Special Operations Division, consisting of 114 FTEs, provides support services to other divisions, regional services to local agencies, and contract police service to the King County Metro Transit Division, King County Department of Transportation (Roads), and the King County International Airport. Services provided by this division include: a K-9 unit with search, drug detection, and explosive detection capabilities; air support; marine patrol; bomb/hazardous devices disposal; tactical training in firearms, less-lethal weapons, and defensive tactics; motorcycle traffic enforcement; DUI enforcement; Tac-30 (SWAT); hostage negotiations; dignitary protection; tow coordination and appeal hearings; search and rescue; coordination of the demonstration management team; instruction in and equipment for Haz-Mat; and special event planning and coordination. The division is the lead in planning for homeland security concerns.

Figure 1: KCSO Organizational Chart



Section Two: Policy Direction, Vision, Mission, and Goals

Under Sheriff Reichert's leadership, the KCSO established our vision, mission, goals, and other statements to strategically guide the provision of law enforcement.

Policy Direction and Strategies

King County defines the policy direction as the charter for why a governmental entity should exist. Policy influences the vision, mission, goals, budget planning, and resource allocation. The strategies are broad categories that describe how the core businesses align with the policy direction.

Policy decisions and direction:

- The Sheriff is chief law enforcement officer in the county, is elected by all county voters, and is responsible to all residents regardless of jurisdiction. The Sheriff's Office is sworn to uphold all county, state, and municipal laws throughout the county.
- Changing crimes, increasing needs for homeland security, a mandate for community policing, and the regional nature of criminal activity require ongoing development of personnel, abilities, customer service, and partnerships.
- The Sheriff's Office has an obligation to meet law enforcement needs in a cost effective manner that reflects the fiscal realities of King County and our contract customers.

Key strategies to achieve outcomes:

- Work with all law enforcement agencies to identify the most effective, logical, and cost-efficient manner in which to provide services; establish partnerships and operating agreements.
- Promote, expand, and refine the contract and grant programs to ensure long-term viability.
- Align service delivery model with anticipated future changes in contracts, geography, population, and crime.
- Coordinate with other criminal justice agencies to promote efficiencies in the CJ system.
- Prioritize the use of technology and analysis to address local and regional crime.

Vision

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

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.

Goals

The King County Sheriff's Office established a set of comprehensive goals to guide strategic planning and operations.

- 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.

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. More information about these goals and objectives, as well as each city's accomplishments, can be found in the Service Efforts and Accomplishments reports.

Core Values

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.

Operational Master Plan

The Sheriff's Office has initiated a project to develop a 10-year Operational Master Plan that will refine our vision, mission, goals, policies, objectives, and strategies in light of the changes in our operating environment. The project, which we expect to complete in 2005, will begin with an environmental scan that assesses external factors (e.g., annexations, economy, labor market, crime trends, and contract customer needs/opportunities) and internal factors (e.g., organization, labor agreements, staffing models, resources, and efficiencies). Data that will inform our analysis includes, but is not limited to, Sheriff's Office workload information, annexation studies, the BATF and Regional Commission on Governance reports, audits, and studies done by law enforcement experts. From the environmental scan, we plan to develop best and worst case scenarios, goals and strategies for each scenario, and a data-driven model to guide our business planning.

Section Three: Change Dynamics

The change dynamics for the Sheriff's Office can be broadly grouped into categories:

- Crime Trends
- Service Requirements
- Resources

This section begins with a brief overview of each dynamic, followed by a detailed discussion.

Overview

Crime Trends

Overall, crime in the Sheriff's Office jurisdiction increased slightly in the past year, but the change was not significant and likely does not indicate an upward shift.

The more significant change dynamic is that the nature of crime is shifting. The Sheriff's Office has noted that crimes such as burglary and identity theft are increasingly related to methamphetamine. Further, criminals are more likely to use computers, cell phones, and other electronic devices -- all of which can store evidence of their actions. Detectives must have specialized training to preserve the evidence and "electronic crime scenes." Homeland Security continues to be of increasing importance due to King County's location and prominence in international shipping and business.

Our ability to respond to these crimes is balanced with a need to engage the community in efforts to mitigate quality of life crimes such as juvenile drinking parties, speeding, and vandalism. Further, the Sheriff's Office remains committed to programs such as our Domestic Violence Intervention Unit, which aims to reduce repeat offenses and protect victims.

Service Requirements

One of the biggest changes that the agency faces will be the renewed effort to have areas west of the urban growth boundary annex to existing cities. The Sheriff's Office continues to support logical annexations that are supported by residents and that do not create artificial barriers to public safety. We continue to work with the Executive's Office to identify how annexations of the "top ten" areas will affect our ability to serve the public. Unincorporated islands remain a serious concern; reverse contracting such small areas to cities will not provide relief to the CX fund.

As annexations take place, the Sheriff's Office contract program will become increasingly important, and the needs of our customers will influence many of our decisions. More emphasis will be placed on securing revenue backing for services.

Legislation, training, technological developments, and efforts to make services available regionally also will continue to influence our operations.

Resources

The Sheriff's Office uses only 11.2 percent of the King County General Fund (CX) budget (accounting for contract revenue), and continues to execute strategies to maintain costs and preserve basic services. We continue to explore contracting opportunities and secure grants that fund services such as homeland security. There are few unrealized efficiencies remaining; future cuts to the Sheriff's Office budget will likely result in service reductions.

Personnel resources are an ongoing challenge, and the Sheriff's Office has used grant funding to increase our efforts to hire talented individuals for commissioned and professional positions.

Crime Trends

This section notes the demands placed on law enforcement by changes in the crime rates, types, and complexity. These trends affect all areas we serve to varying degrees. The Sheriff's Office establishes expertise and resources throughout the agency so that local precinct commanders and/or contract chiefs can access the services they need to address particular problems as they arise in a city or unincorporated area.

Recent Changes in Crime

There are numerous factors that could lead to an upward shift in crime trends, including age demographics, early release of prisoners, a shift of law enforcement resources toward homeland security, and increased methamphetamine production and trafficking.

From 2002 through 2003, Part One and Two crimes increased slightly overall, although individual types of crime have increased or decreased. The largest percentage increase was in Part Two crimes, followed by Part One Property Crimes. The first quarter of 2004 showed slight decreases over the same period of 2003, but the difference is so slight that it likely does not indicate a downward trend.

The pattern of increases and decreases is similar to the pattern reported for the West United States in the FBI's preliminary Uniform Crime Reports for 2003.

Table 2: King County Crime Comparison

	2002	2003
Total Part One Crimes	**19,415**	**19,702**
Part One Violent Crimes	1,296	1,303
Criminal Homicide	*22*	*21*
Forcible Rape	*198*	*199*
Robbery	*370*	*399*
Aggravated Assault	*706*	*684*
Part One Property Crimes	17,830	18,079
Burglary, Commercial	*1,148*	*1,101*
Burglary, Residential	*2,754*	*3,020*
Larceny, Over $250	*4,684*	*4,678*
Larceny, Under $250	*5,803*	*5,744*
Vehicle Theft	*3,441*	*3,536*
Arson	289	320
Total Part Two Crimes	**19,730**	**20,568**

Fraud crimes, increasing complexity

Fraud crimes are considered the fastest growing crime in King County and across the United States. In fact, in 1987 the Sheriff's Office screened 1,393 fraud complaints; by comparison, in 2003 we screened 4,177 complaints. In 2003 losses directly attributed to fraud in King County are conservatively estimated to exceed $63 million. This estimate is considered to be well below the actual loss figure as many jurisdictions do not track losses and many victims of fraud do not know the extent of their losses for months. Losses to businesses and individuals in the County have a crushing effect on the economy as a whole. Experts predict that fraud losses in 2004 will exceed $65 million.

In the past, fraud generally involved swindling or other simple schemes. While these types of crimes haven't disappeared, in recent years most fraud crimes have become extremely sophisticated and are being committed by individuals with extensive criminal backgrounds, and their activities are not limited to fraud. Associated crimes committed by these individuals include extortion, rape, assault, theft, drug violations, weapons violations, kidnapping, and murder. Fraud is becoming a more violent type of crime in which the suspects have the potential for extreme violence. Further, fraud can be as traumatic for victims as a more violent crime, and the ongoing repercussions of fraud exacerbate the problem.

Persons become enticed to commit frauds because it is a lucrative crime that is not included in three strikes legislation. Fraud crime suspects operate on a regional basis, without regard for jurisdictional borders. This type of crime is fluid and moves rapidly from area to area. Traditionally, and unfortunately in many cases still, the response of law enforcement is keyed only to a specific jurisdiction. Suspects know this and exploit it.

Trends

The nature of fraud crimes is evolving at an alarming rate. In the past few years we have seen a rise in the connection of methamphetamine (meth) to counterfeiting. This has fueled the sharp rise in identity thefts as the suspects use victims'

personal information on the counterfeit checks. This trend has dramatically and permanently changed the face of fraud and how the crime is investigated; essentially the two crimes have mixed to become one. Almost all of the forgery/counterfeiting cases that the KCSO investigates can be directly linked to methamphetamine users and producers.

Organized groups and street gangs are moving into check and credit card forgery at an alarming pace. This trend increases the violence associated with fraud; in fact, crimes associated with fraud include murder, robbery, rape assault, theft, controlled substances, kidnapping, weapons violations, burglary, and extortion. The groups also are more organized so their frauds will result in a higher dollar loss to the citizens and communities we serve.

Computers and Crime

Computers will continue to be the chief tool for fraud, forgery, and money laundering crimes. Suspects will use more and better systems to produce counterfeit identification, checks, documents, and currency. Computer systems provide suspects with an even greater degree of sophistication to commit their crimes. Many smaller, and even some larger, agencies will be hard pressed to investigate crimes that used a computer, given the time and cost of this type of investigation.

Criminals also are using computers when they commit non-fraud crimes. The expertise that our fraud detectives have developed in computer forensics is now vital to our ability to solve other crimes. In the past year, these detectives have found computers related to investigations of narcotics production and trafficking, homicide, sexual assault, traditional computer hacking, prostitution and call girl services, and Internet bomb threats against schools.

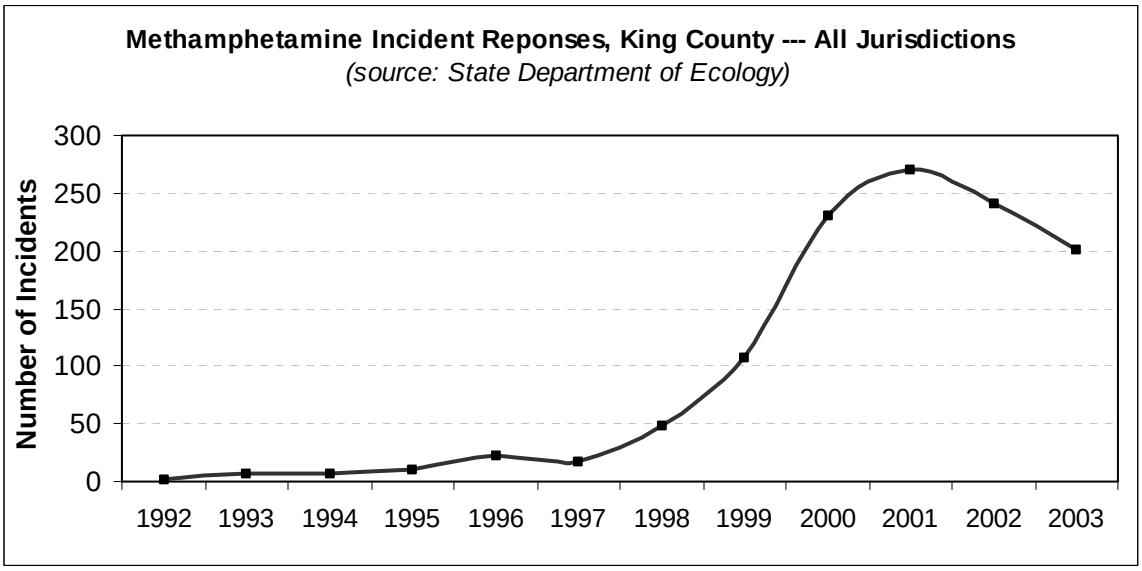
Methamphetamine (Meth)

Illegal meth is made by “cooks” who collect materials, chemicals, and other paraphernalia to build a clandestine lab. There are two types of illegal meth labs: small, homemade labs and large, sophisticated labs. Over 98 percent of the labs found in King County are small labs, and a growing number are “mobile labs” that are created in stolen vehicles. The ingredients for meth are easily available, but create a highly toxic environment when used to create methamphetamine. In fact, investigators in King and Snohomish Counties have found scenes at which the “cooks” had made their own ammonia.

The King County Sheriff’s Office has one of the few meth lab response teams in Washington State. The others include the Seattle Police Department, Tacoma Police Department, Pierce County Sheriff’s Office, and Washington State Patrol. Each of these teams is responsible for its respective jurisdiction (WSP responds throughout the state). The Department of Ecology is the primary clean-up agency for lab scene waste, and responds to any request for services, including lab scenes that are not investigated by police. The King County Sheriff’s Office, Washington State Patrol, and Department of Ecology classify a scene as a meth lab call if chemicals or paraphernalia are found that are associated with the manufacturing of methamphetamine.

In 2003, the State Department of Ecology issued a statewide warning that more citizens are at risk from exposure because meth by-products are being dumped in public areas. Although the DOE reported that 2003 saw the second year of decreasing meth lab cleanup responses, methamphetamine continues to be a problem in King County -- still at nearly four times the number of incidents in 1998. King and Pierce Counties have the highest number of labs in the state.

Figure 2: Methamphetamine Incidents



Processing an average methamphetamine lab is time and labor intensive. The first steps in processing a lab are to assess the scene and determine contamination dangers to those present and to those who will be conducting crime scene processing. Then, investigators establish a safety zone around the scene, and decide what resources and equipment will be needed to process the scene. Processing the scene involves collecting physical evidence (e.g., photographs, fingerprints, chemicals, and paraphernalia) and documenting and sampling the unknown chemical mixtures for laboratory analysis by the crime lab. Third, investigators coordinate the cleanup of the scene by contacting the Department of Ecology and Public Health. Processing a lab scene takes an average of two to four hours, and requires between two and twelve detectives, depending on factors like size, number of lab scenes, and whether or not the suspects are present.

State law mandates that officers who are allowed to process a meth lab crime scene take a minimum of 40 hours of training and 8 hours of field training with yearly additional training (WAC 296-62-3040). Detectives who have to handle chemicals must also have specialized equipment at their disposal for safety.

Drug Endangered Children

Children can absorb the deadly ingredients used to manufacture meth in many ways – even just by walking barefoot across the floor of a contaminated lab. When lab operators cook, children inhale the methamphetamine fumes. Many babies born to meth-addicted women can't tolerate stimuli such as human touch or regular light. They can have tremors and coordination problems. When they become school-aged, they are more likely to be hyperactive or have attention deficit disorder, learning disabilities and unprovoked fits of anger.

In 2002, the legislature passed a law that declares that a person is guilty of the crime of endangerment with a controlled substance if the person knowingly or intentionally permits a dependent child or dependent adult to be exposed to, ingest, inhale, or have contact with methamphetamine or ephedrine, pseudoephedrine, or anhydrous ammonia, that are being used in the manufacture of methamphetamine. In the past, having a child present during the production of meth generally resulted in a two-year enhancement to the sentence; now, having the child present also adds a felony charge. As a result, the KCSO now has detectives from the Special Assault Unit (SAU) respond to meth incidents where children are found. The meth team handles the evidence gathering for the drug charges, while SAU gathers evidence regarding the child endangerment and works with Child Protective Services to place the child in a safe environment.

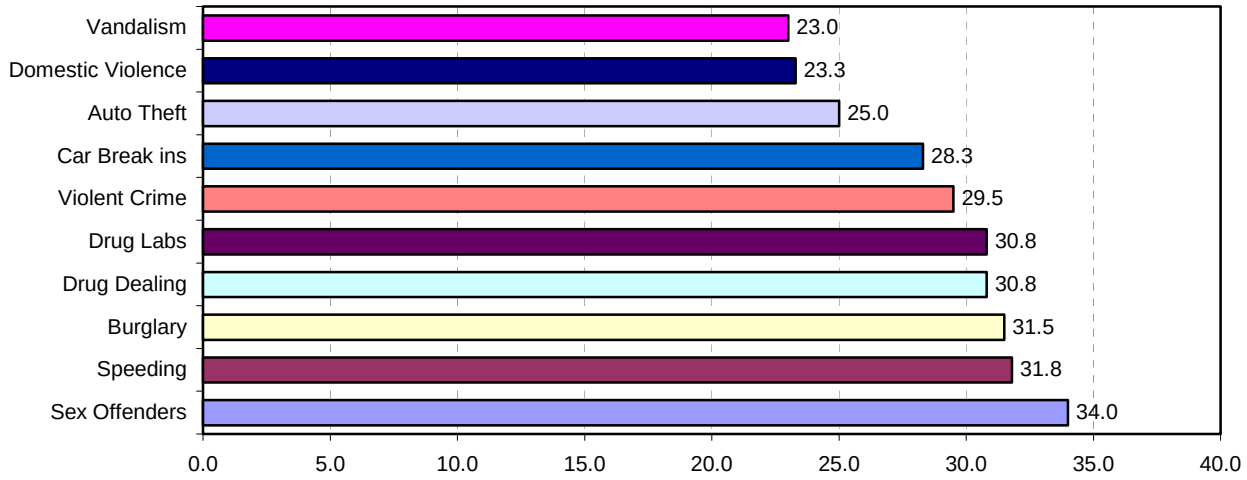
Quality of Life Crimes

The residents of King County enjoyed a relatively good quality of life during the 1990s due to the prosperity of the economy and the environment of the region. Despite the recent economic downturn, the public continues to expect a relatively "crime-free" lifestyle and demands higher levels of service and interaction from their law enforcement agencies. Maintaining this lifestyle within the confines of an economic downturn and an emphasis on reduced government spending is a challenge for both King County and our contract cities.

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 most current survey data show that citizens are still concerned about major crime; this survey will be repeated in 2004. The Sheriff's Office is challenged 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.

Figure 3: Top Ten Crime Concerns, 2001 Citizen Survey

Percent of respondents reporting that they are "Very Concerned" about the topic



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. The KCSO is seeing increased interest in key issues such as auto theft, domestic violence, underage drinking, and juvenile delinquency. The ability of our Crime Analysis Unit to provide relevant data and maps has improved our response to these crimes. Frequent meetings between the crime analysts and the city and precinct detectives have proven to be effective in addressing top local concerns.

Homeland Security

Homeland security and international or domestic terrorism are concerns for King County. Washington State is home to a number of groups that are known to take terrorist action to accomplish their goals, and many of those groups have located in Western Washington. Washington State also is susceptible to infiltration by international terrorists through its extensive international border with Canada and its major international air terminals and seaports. Remote border crossings in Okanogan, Ferry, Stevens, and Pend Oreille counties remain relatively open to clandestine operations. Container ships arriving in the Port of Seattle often transport refugees and other foreign nationals to Washington State.

The majority of targets critical to Washington State's population, infrastructure, and economy are located in Western Washington. King County's location makes it vulnerable to terrorist activity or attacks. International borders are nearby, and Seattle is a hub for domestic and international travelers. Highly visible and accessible targets in King County include the freeway system, Washington Convention Center, Safeco Field, Seahawks' Football Stadium, Key Arena, Port of Seattle, SeaTac International Airport, Washington State Ferry terminals and ferries, King County International Airport, Boeing

manufacturing plants, Microsoft facilities, and the federal courthouse. In addition, there are many targets in unincorporated areas such as watersheds, commercial shopping venues, and the White River Amphitheater. The county is also the site of many special events such as SeaFair, New Year's Eve celebrations, the Apple Cup, WTO Ministerial meetings, and major sporting events (e.g., baseball's All-Star Game).

The federal government and its various agencies have always relied on local jurisdictions to provide prevention, detection and first response resources. However, despite a heighten emphasis on Homeland Security, the FBI has determined that the Puget Sound area is woefully understaffed and lacks sufficient resources to respond to and manage a large scale terrorism event.

In the spring of 2004, KCSO dedicated nine federally funded positions to Homeland Security and reorganized the Special Operations Division. The newly created Critical Incident Response Section includes the Bomb/Hazardous Devices Unit, TAC-30/SWAT Team, Demonstration Management Team, and the Critical Incident Preparedness Unit (CIPU). The CIPU provides Homeland Security training to both commissioned and professional staff. The equipment that is provided by the federal government for emergency response requires extensive and technical training, and CIPU provides this training to line staff. To date they have trained all of the uniformed deputies in Hazardous Materials response, utilization of Personal Protective Equipment, Response to WMD events, and provided each with a grant funded WMD kit (gas mask, Level B protective suit, gloves, boots, etc.) Later this year they will begin training for staff in Incident Command and Unified Command systems.

One deputy will be assigned to the MAPS project, which is a state funded program to diagram and prepare emergency response plans for all public high, middle and elementary schools in the state. The MAPs program was built by a private company, Prepared Response, based on programs that were built in King and Pierce counties. The state legislature has provided Prepared Response with funding to map all public high schools in the state in 2004, and all public middle schools in 2005. They hope to secure funding to do all the elementary schools in 2006. The Sheriff's Office MAPs coordinator will work as a liaison to Prepared Response, providing information on all the public schools in King County. In addition, the deputy will map and diagram critical venues in the unincorporated area and contract cities that are not covered by Prepared Response (e.g., private schools, community colleges, infrastructure facilities, etc.).

Three of the funded deputy positions will be assigned to the King County Regional Intelligence Group to increase intelligence investigation and analysis capabilities. One will be assigned to the Joint Terrorism Task Force, and participates in regional investigation and information sharing. The other two will serve as analysts responsible for collecting, interpreting, and distributing intelligence information to the line deputies.

Service Requirements

Annexation and Incorporation Activity

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 also has resulted in an increasingly fractured service area. Since 1990, our served population has declined by five percent; it has declined eleven percent from its high in 1993.

There are many factors that will influence the pace at which areas are annexed, including city finances, the county's ability to provide infrastructure to make areas attractive to cities, and voter desire to be annexed. The pace at which county services decline also will influence the public's decision to annex. The state legislature has introduced an "island" annexation method that could speed the process; the King County Boundary Review Board reports that there have been "informal inquiries"

about the process but no cities have actively pursued such annexations in this county. In 2004, most of the annexation proposals have been for relatively small areas.

Effect on the Sheriff's Office and Contract Program

King County, Seattle, and the suburban cities continue to explore ways to expedite the annexation of the "top ten" potential annexation areas. Under the estimates, most of the potential annexations involve non-contract cities, so they represent a potential KCSO service population decrease of over 100,000 people (2004 estimates). Two annexations (Klahanie and North Highline) may involve contract cities, and one annexation area (Fairwood) is considering incorporation as an alternative. If annexations to contract cities or new incorporations occur, the decrease will gradually shift the balance of our service population such that contracts make up a greater percentage of our customer base than unincorporated areas. Further, the shift will mean that the contracts represent a greater percentage of workload as indicated by dispatched calls for service, regardless of their actual change in workload. Under the current contract model, this shift would increase costs to the cities even if overhead were reduced. Increases could affect the viability of the contract program. A careful analysis of the contract model may be needed to ensure that all parties receive and pay for service in an equitable manner.

The Sheriff's Office plans to work with the contracts' Oyster Team (city finance directors) to develop a methodology for long-range plans that provide necessary information for our customers, internal planning, and King County Office of Management and Budget.

PAA	Annexing City & KC OMB Est. Timeline	Population	Precinct	Sample Considerations (not all-inclusive)
Finn Hill, Juanita, Kingsgate	Kirkland, 2007 - 09	33,500	Two	• Location of precinct • Cross dispatching for Kenmore and Woodinville • Shared precinct services • Populations and service models for Pct. 2 and 5. • Remaining islands
E. Federal Way	Federal Way, 2004 - 2010+	22,200	Three	• Service to remaining G districts, especially those not in PAA of any city. • District boundaries • Shared precinct services • Populations and service models for Pct. 3.
North Highline	Burien or Seattle, 2006+	33,000	Four	• Which city annexes area • Shared precinct services • Populations and service models for Pct. 4. • Cross dispatching for Burien and SeaTac • Precinct facilities
West Hill	Seattle or Renton, 2007 - 08	14,700	Four	• Change in precinct services based on FTE and workload changes.
Fairwood	Renton or Incorporation	17,000 to 42,000	Three	• Annexation or incorporation are significantly different effects • Creation of logical boundaries • Shared precinct services • Staffing under incorporation • District boundaries
East Renton	Renton, 2006 - 9	7,900	Three	• Pace of annexation • Logical service boundaries
Northeast Kent	Kent, 2008	24,800	Three	• Fairwood process and logical boundaries
Lea Hill	Auburn, 2007	9,900	Three	• Ability to serve G districts • Shared precinct services

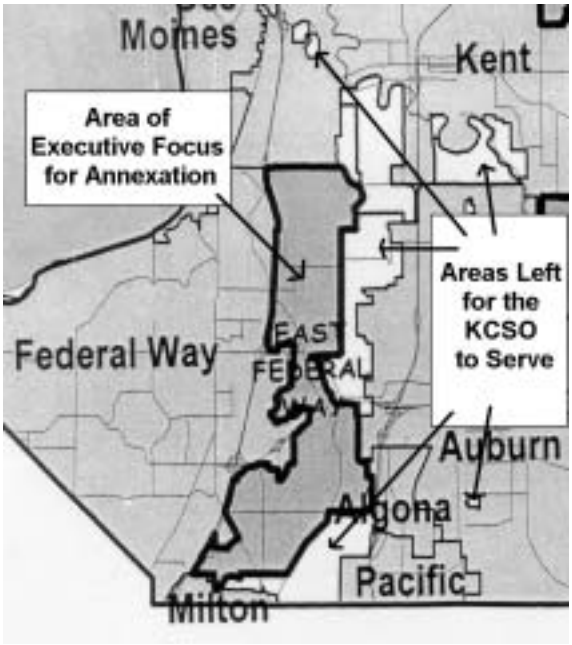
Klahanie	Issaquah or Sammamish, 2005	11,100	Two	• Depends on annexing city • Service delivery in Precinct Two

Fragmentation of the Service Area

It is important for the KCSO to be aware of annexation efforts because of their effect on our ability to serve citizens. The Sheriff's Office supports annexations when the residents support them, they create logical service boundaries, and they make the best use of public resources. Annexing only the large areas could make service delivery more difficult if they leave small- to medium-sized unincorporated "islands" that the KCSO still must serve (an "island" is an area that is completely or primarily surrounded by incorporated area). Long-term planning will be imperative; reduction of service areas may not result in commensurate cost reductions because of the difficulty in serving the remaining areas.

An example is shown in Figure 2, which depicts the "G" sector of the KCSO service area. Federal Way plans to annex about half of this sector. The remaining areas are geographically isolated, which significantly affects life safety, liability risks, and staffing. Even if the other cities with PAAs in the sector annex their respective areas, small islands of unincorporated area will remain.

Figure 2: George Sector



Both the County and some of our unincorporated area partners have requested that the Sheriff's Office consider reverse contracting (i.e., contracting with municipal agencies to serve small areas) as an option for serving remaining islands. The Sheriff's Office has not yet conducted a full analysis of this idea applied to a specific area, but has significant concerns about duplicating overhead costs and ensuring commensurate service levels. Clearly, it is best if policies and practices disallow the creation of unincorporated "islands," but the Sheriff's Office will work with residents and other county agencies to ensure public safety in the affected communities.

Annexations to non-contract cities also eliminate our ability to serve the "islands" through cross dispatching, having a deputy from one area back up a deputy in another area on priority matters that require two officers for life safety reasons. Mutual aid, which is governed by state law, is provided only in emergency situations based on officer availability. From a safety and liability viewpoint, the KCSO cannot rely on mutual aid for priority backups from incorporated jurisdictions. Nor can the County expect cities to provide regular responses to calls in unincorporated areas, as this would constitute a considerable urban subsidy of service.

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 poses a challenge to the agency. The KCSO can be directly affected by legislation arising from the actions of several distinct legislative bodies: the federal government, the State of Washington, the King County Council, the Port of Seattle and contract city councils. Employment laws also affect the KCSO; in the past year, the KCSO has needed to add or reclassify staff to ensure our compliance with federal and state laws regarding issues such as pay and medical leaves.

Early Release:

Senate Bill 5990 law is expected to save the state about $40 million in the next two years by eliminating supervision for certain nonviolent offenders after they're released, and letting others out of prison early by increasing time off for

good behavior. The first group of releases took place in early July 2003 when 283 individuals were released. Of those, 15 percent (42) went to King County and its cities.

Early release could result in additional work for the KCSO and other local law enforcement agencies. In fact, the Bureau of Justice Statistics reports that two studies (1983 and 1994) provide an estimate of "U.S." recidivism rates. The rearrest rate for property offenders, drug offenders, and public-order offenders released from prison increased significantly from 1983 to 1994. Released prisoners with the highest rearrest rates were robbers (70.2%), burglars (74.0%), larcenists (74.6%), motor vehicle thieves (78.8%), those in prison for possessing or selling stolen property (77.4%), and those in prison for possessing, using, or selling illegal weapons (70.2%). Although a direct correlation cannot be shown, it is interesting to note that these are the types of crimes that increased from 2003 to 2004.

Unfunded Mandates

Each year numerous new laws impact the operation of the Sheriff's Office, but few provide money or clear direction for implementation. Often, however, the KCSO will incur liability or other consequences if we fail to carry out a new law or mandate.

In 2002, for example, a new law required the Sheriff's Office to obtain a DNA sample from every convicted felon who does not serve jail or prison time after sentencing. This new mandate took effect on July 1, 2002, and provided no funding for implementation (DNA kits, employee training, tracking systems, etc.). Although the KCSO does not disagree with the intent of the law, it is unclear how we should fund implementation. Obstacles to implementation include our lack of contact with offenders at sentencing, a lack of people trained to obtain DNA, a lack of kits to obtain the DNA, and a need to properly address employee concerns about safety and biohazards.

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 and/or supported several pieces of legislation, and worked hard to educate policymakers about the increasing and changing demands on law enforcement. These efforts should continue in the future at municipal, county, and state and federal levels. The KCSO also will continue to work with other law enforcement and criminal justice agencies via active partnerships in legislative coalitions, such as the Washington State Sheriff's Association, the Washington Association of Sheriffs and Police Chiefs, Washington Counties, and other active lobby groups that have similar issues and interests related to public safety.

Additionally, the KCSO is very active with King County's federal legislators, which has resulted in a significant increase in federal resources available to the Sheriff's Office. It will be critical for the Sheriff to remain active in this arena in the future as the federal government pushes responsibility and resources for issues such as domestic security down to the local level.

Other Factors

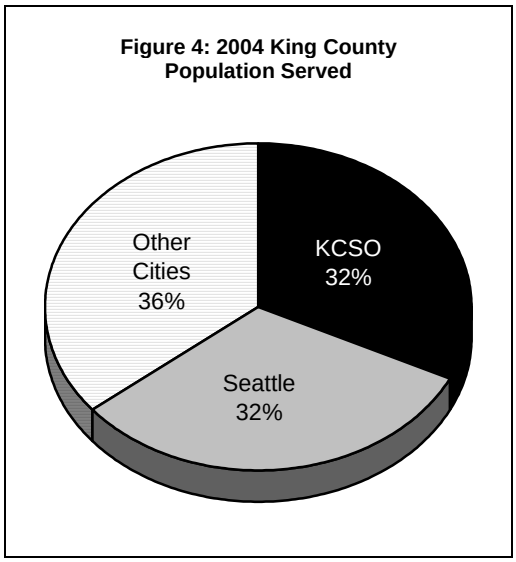
As may be expected, the priorities of the community and/or government are reflected in the KCSO's services. Recently, societal influences have demanded improved investigation and prevention of domestic violence, increased homeland security, the collection of unpaid child support, sex offender registration, training for interactions with mentally ill individuals, and transparent policies and procedures regarding bias-based policing. These requirements – from either public pressure or mandates – often require us to retrain staff and develop new programs. In 2002, we conducted a sweeping security review of our facilities, which brought to light deficiencies that were corrected in 2003.

Less Lethal Weapons

Another issue that has affected the KCSO is the use of less lethal weapons. The KCSO has approved the M26 Tasers, and began using them in 2002. Budget reductions have precluded us from issuing a Taser as standard equipment for all deputies, but these items have been distributed on a limited basis among some unincorporated deputies. Several of our contract cities also have purchased Tasers for their dedicated staff as optional equipment.

Contracting and Customer Service

Contracts have had a dramatic effect on the KCSO, such that almost all employees spend at least some of their time supporting or serving the contracts. In addition, contracts have increased service complexity and record-keeping requirements, and hastened our cultural shift to an organization focused on partnership and customer service.



Customer Base

The KCSO's customer base has steadied as the rate of incorporations has slowed. The KCSO provides law enforcement to citizens of unincorporated King County, to thirteen cities, King County Metro Transit, the King County International Airport, the Muckleshoot Indian Tribe, 72 schools, and many other agencies and jurisdictions through contracts. We assist other citizens through regional services. According to 2004 population estimates, 32 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 356,795 citizens who live in unincorporated areas of the county. Since 1990, the population of unincorporated King County has decreased 30 percent, while the overall population of the county has increased 19 percent.

City Contracts

The KCSO began offering its services through contracts in 1973, but the bulk of our contracts have been established since 1990. As of June 2004, the KCSO maintained contracts with thirteen cities, which range in population from 210 to 52,740. These cities choose a variety of services -- from 9-1-1 response and periodic patrols to a fully-contained city police department. Many cities choose to share services with the KCSO and other cities to realize the most effective and efficient operations. Cities make individual determinations about the types and levels of service they will provide to their residents.

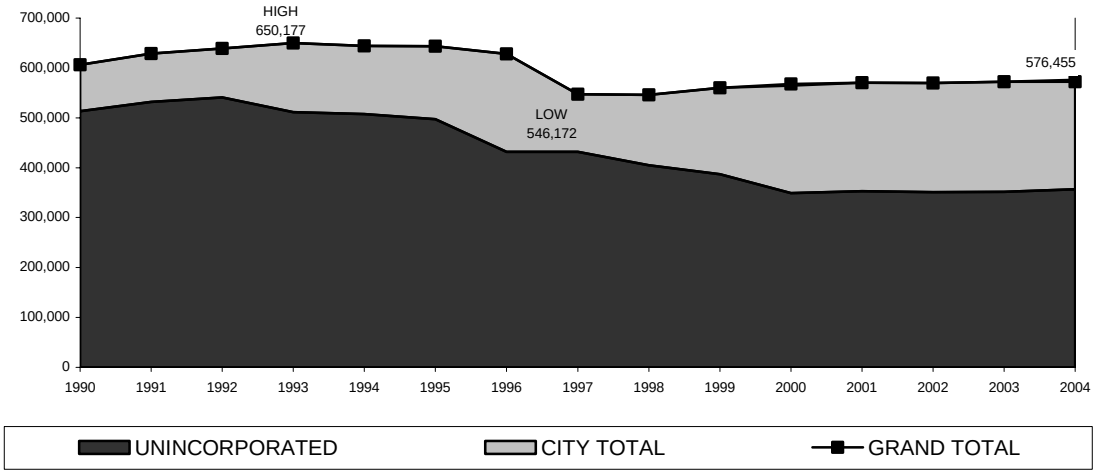
The fastest growing cities since the 2000 Census have been Maple Valley, Covington, and Newcastle, which are all part of Precinct Three. Precinct Four, which serves Burien and SeaTac as well as the unincorporated areas, began to operate with a new service model in July 2003. Under this model, SeaTac city hall serves as the primary precinct facility, with the Burien facility operating as a substation that also houses the Burien police department. The development of this new approach is a model for future adjustments necessitated by the cities' changing needs and the potential annexations of unincorporated areas.

The contract cities approved a two-year contract extension in December 2002. After December 31, 2004, the contracts will automatically rollover on an annual basis unless the Oversight Committee initiates renegotiations. The city of Carnation voted in March 2004 to end its contract effective on September 30, 2004.

Table 4: Contract City Population Growth, 2000- 2004

	2000 (Census)	2001 (OFM)	2002 (OFM)	2003 (OFM)	2004 (OFM)	Percent Change (03-04)	Cumulative Percent Change (00-04)
UNINCORPORATED	349,234	353,040	351,136	351,843	356,795	1.41%	2.17%
Beaux Arts	307	310	295	302	300	-0.66%	-2.28%
Burien	31,881	31,830	31,810	31,480	31,130	-1.11%	-2.36%
Covington	13,783	13,840	14,395	14,850	15,190	2.29%	10.21%
Kenmore	18,678	18,790	19,180	19,200	19,170	-0.16%	2.63%
Maple Valley	14,209	14,590	15,040	15,730	16,280	3.50%	14.58%
Newcastle	7,737	7,815	8,205	8,320	8,375	0.66%	8.25%
North Bend	4,746	4,755	4,735	4,680	4,660	-0.43%	-1.81%
Sammamish	34,104	34,560	34,660	35,930	36,560	1.75%	7.20%
SeaTac	25,496	25,380	25,320	25,100	25,130	0.12%	-1.44%
Shoreline	53,296	53,421	53,250	52,730	52,740	0.02%	-1.04%
Skykomish	214	215	215	210	210	0.00%	-1.87%
Woodinville	9,809	9,825	9,830	9,905	9,915	0.10%	1.08%
CITY TOTAL	215,267	217,251	218,840	220,342	219,660	-0.31%	1.62%
GRAND TOTAL	568,031	570,291	569,976	572,185	576,455	0.75%	1.96%

Figure 5: Customer Base Changes, 1990 – 2004 (excludes transit, school, and other contracts)



Transit Contract

The KCSO maintains a transit police force for King County Metro Transit through the Special Operations Division. The operations and contract administration of the division function in a manner similar to contract cities. In 2003, we will complete a more comprehensive memorandum of understanding, including more information about their unit costs. This document will be vital to our ability to scale the operation to meet King County Metro's growing needs through their Sound Transit partnerships. The KCSO considers King County Metro to be one of its most promising contract partnerships for the future.

Learning the differences between transit and traditional police work is a challenge that the KCSO continues to meet. 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.

School Contracts

As part of the Community Oriented Policing focus, the School Resource Officer program was created and designed to build partnerships between students, teachers, administration, parents and police. The King County Sheriff's Office SRO program focuses on three primary service areas: mentoring, campus security, and classroom instruction.

Although the School Resource Officers report through their precinct chain of command, an SRO Coordinator oversees the program itself, with contract support from the Contracts Unit.

The SRO Coordinator primarily works with multiple police administrators, school administrators, contract cities, county administrators, school boards, city councils, the business community, parents, neighborhoods, and the officers assigned to the program. Because a large portion of the program is currently grant funded, the coordinator is responsible for managing as well as researching new grant opportunities. Centralized training for SROs and updating course curriculum also falls within these roles and responsibilities. SRO certification, travel, equipment purchases , and training material unique to the program are the coordinator's responsibility. Lastly, the most important role and responsibility of the SRO Coordinator is the accountability of the program.

King County Airport Police and Firefighters

The King County International Airport Police (KCIA)/Aircraft Rescue Fire Fighting unit is managed by the King County Sheriff's Office and performs three critical functions necessary to maintain FAA Airport Certification. These three functions are Aircraft Rescue Fire Fighting (ARFF), Law Enforcement and Airport Safety/Inspections.

Aircraft Rescue Fire Fighting involves the function of responding to aircraft emergencies including fuel spills and providing life safety fire fighting services. This duty requires specialized equipment and significant on-going fire rescue training for all personnel.

The Airport Police function is the responsibility for all law enforcement activities on airport property. To carry out this duty, all Police/ARFF members have attended the Washington State Criminal Justice Academy and have full police commissions through the King County Sheriff's Office. In addition to providing general airport security and ensuring that only authorized persons have access to restricted areas, the unit also performs typical arrests on and around the airport for criminal traffic, DUI, narcotics possession, trespass, vandalism, and vehicle theft.

The Airport Safety/Inspection Program performed by the Police/ARFF Unit is regulated by Part 139 of FAA regulations. This function involves a variety of activities that entail daily inspections and documentation. Examples include multiple daily inspections of all taxiway and runway areas for damage or irregularities. The unit makes regular checks for foreign object debris, inappropriate or hazardous aircraft parking, inoperable lighting or signage, and wildlife.

Currently the Airport Police/ARFF unit is situated in the Special Operations Division of the King County Sheriff's Office, and is staffed with 14 deputies, 3 sergeants, and a captain who serves as the contract chief. In 2002, the deputy positions became fully commissioned (they had held limited commissions) and joined the King County Police Officers Guild. Since September 11, 2001, we have provided an increased level of security at Boeing Field.

Muckleshoot Enhanced Services Contract

In 2003, the Muckleshoot Indian Tribe added four deputies and a sergeant to their existing contract, bringing their staffing complement to a size comparable to the city of Newcastle. The reservation is part of King County's jurisdiction, but the Tribe is enhancing the existing service by having the dedicated staff provide additional patrol,

problem solving, proactive work, and school-based programs. The contract does not cover security at the new White River Amphitheater. The KCSO views the expansion of the contract as a very exciting change, and an opportunity to increase our understanding and abilities in the realm of tribal policing.

Market Opportunities

The trend of incorporations has essentially ended, and the areas left in King County may or may not annex in the next three to five years. Market opportunities for the KCSO are now in schools and regional partnerships, although some smaller cities may consider contracts if the economy continues its decline. As a result, the KCSO must focus on developing and maintaining a strong customer satisfaction focus. Quality, value-added services, cost savings, and respect for local control and identity will be key factors.

In addition, the KCSO will assess our options for partnerships for specialty and other services. We are examining the practices of other counties in the western United States to learn different approaches to providing law enforcement. When we find promising strategies, the KCSO intends to work closely with other jurisdictions to determine if those methods will be effective in our area. The goal will be to continue providing necessary public services, with the appropriate levels of staffing and training, but at a reduced cost and/or increased efficiency. For example, new legislation in 2003 requires law enforcement agencies to write policies regarding vehicle pursuits. This situation may present opportunities for the KCSO to partner with other agencies for the use of our Air Support Unit. Helicopters significantly reduce the risk to officers and citizens during pursuits, without limiting our ability to apprehend offenders.

Contract Holders

As our contract holders develop a history with the KCSO and build their understanding of police operations, the demand is increasing for information, support on key issues, continual reviews of costing methodologies, and two-way communication. The KCSO and the cities have modeled the contract as a partnership, and input from all parties is expected for major decisions that affect costs or service. 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.

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. One way to do this is through the use of wireless modems in patrol vehicles; this technology allows field deputies to check license plates quickly and identify stolen vehicles. Without the modems, deputies must call the Communications Center for each plate – a more time-consuming and less effective approach. The Sheriff’s Office has initiated a project that will provide wireless connections from the laptop computers that are already issued. Cost, security, and the ability to achieve connectivity throughout our service area are among the challenges we face. The first connections should be in place by early 2005.

Demands for Data and Analysis

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 also will help the KCSO 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.

Integration

Deputies and detectives need comprehensive and timely information for making critical "street-level" decisions. The KCSO will meet this need by actively pursuing a technology plan that integrates information and systems at all levels of government and law enforcement.

To date, the KCSO has had tremendous success in partnering with other agencies to share information and technology resources, especially through the King County Police Chiefs Association. In November 2002, the KCSO launched the Regional Automated Information Network (RAIN) pilot with the Bellevue and Renton police departments. RAIN enables authorized agencies to share their incident and investigative information with each other, making it possible for users to run cross-jurisdictional queries on people, vehicles, and narratives. It is a secure Internet pathway or bridge to law enforcement information within the various agencies. In this model, agencies retain both custody and control over their information. Advantages of this model include low maintenance, local control, low support requirements, consistency among agencies, compatibility with existing systems, and low cost. The KCSO looks forward to expanding this pilot and developing similar partnerships with other agencies.

Another integration effort has been mandated by SHB 1271, which creates the State Interoperability Executive Committee within the Department of Information Services. The committee, including representatives from city and county governments, is required to develop policies and recommendations for wireless radio communication technical standards to the Information Services Board. Among its other duties, the committee is required to take inventory of state and local government owned public safety communications systems. Unfortunately, this worthwhile effort is unfunded, so local governments have no resources to enable their participation.

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 used by officers 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 four 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.

Training

The need for training is increasing, and mandates for commissioned staff training are changing the way in which we do business. Since 2000, all police 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 to achieve certification. The KCSO also has significant technology training needs.

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

New training approach

The Washington Cities Insurance Authority (a 100-member municipal insurance pool of Washington cities) and the Association of Washington Cities (a municipal insurance pool of 75 smaller Washington cities) list minimum law

enforcement training standards as 40 hours of annual training in the following topics. These minimums may be written into law in the future (there is legislative action taking place).

- Firearms Training/Qualification (tactical day/night conditions)
- EVOC (pursuit policy/decision making/defensive driving)
- Use of Force (deadly and less lethal force)
- Racial Profiling or Biased Policing (command staff and line officers)
- Workplace Harassment
- Defensive Tactics
- Warrants and Civil Liability updates.

The KCSO has been providing a 32-hour in-service training to deliver a minimum level of professional law enforcement training to help our staff maintain required skills. Facing unprecedented budget reductions, KCSO reduced our in-service training in 2002 to 32 hours every other year. To balance the reduced formal in-service training, KCSO is working to enhance and expand our roll call training program, which relies on decentralized trainers. The major challenges are continuity, quality, and documentation of training delivered through roll calls.

Risk Management

Risk management is a key factor in training for both safety and liability reasons. The KCSO must continue our efforts to properly train all employees in employment laws (e.g., sexual harassment) and facility regulations (e.g., OSHA). Risk analysis and minimization should continue to 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.

Homeland Security

The tragic events of September 11, 2001 brought to light the need for local agency readiness in combating terrorism. The Puget Sound region has been identified by the FBI as a vulnerable target due to highly recognizable landmarks, proximity to the Canadian border and Pacific Ocean, and the relatively low level of police staffing. The KCSO, involved in anti-terrorism efforts since 1992, reiterated our need to prepare for, prevent and protect against terrorist acts by developing a Homeland Security Plan. We began by assessing our strengths and weaknesses, our relationships and coordination agreements with other agencies, and our readiness and ability to respond. We identified the need to enhance our intelligence and investigative abilities, and began participating in several state and federal task forces. We also enlisted the support of several local agencies to form the King County Regional Criminal Intelligence Group. We obtained federal grant funding to purchase a back-up server for our records and information system. We worked with other state and county agencies to obtain grant funding for personal protective equipment for the majority of our patrol first responders, and then provided the initial training. The continued implementation of this plan, however, will require several things. First, additional equipment and on-going training must be provided to first responders and support personnel to attain a level of proficiency. Second, command level courses in Emergency Management using state and federally mandated curricula must be provided, and practical exercises conducted on an on-going basis. And finally, enhancing our ability to identify potential threat elements and prevent acts from occurring must remain a primary goal.

Countywide Services

The KCSO's commitment to providing regional law enforcement means that services such as SWAT, Air Support, Homicide Investigations, Marine Patrol, K-9, 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.

Other regional law enforcement activities that the KCSO is leading include a regional information sharing project, school mapping program, incident command/response preparedness, King County Meth Action Team, and the Firearms Crime

Enforcement Coalition of King County. Additionally, the KCSO is working collaboratively with federal, state, and local law enforcement in the ongoing and emerging policy development for domestic security.

Law Enforcement Services Studies

During 2001, a study of law enforcement agencies in counties and cities with populations greater than 150,000 was conducted to determine how specialty law enforcement services could be offered. The study was conducted by the consulting firm MGT of America, Inc. through the Washington Association of Sheriffs and Police Chiefs.

The study found that although a large number of law enforcement agencies indicated that they had officers trained in specialties, only the larger jurisdictions had specialty units. Further, they found that agencies have either self-contained units with full-time specialty staff or units that draw from officers who have other principle assignments; the KCSO uses both methods. The study also suggested that problems with financing the specialty units should lead us to consider opportunities to regionalize specialty service delivery. The potential for regional services in King County is impeded by the requirement that the KCSO charge non-contract cities for specialty services. The study recommended that the KCSO and other jurisdictions consider regional resource sharing agreements as a way to address the issue of charging for services. Regional services should also be governed by formal interlocal agreements. Finally, the study recommended roles for the Washington Association of Sheriffs and Police Chiefs with regard to brokering agreements, setting standards for costs, and establishing training guidelines for specialty services.

In 2003, a Law Enforcement Services Task Force commissioned by Governor Locke conducted a study that assessed partnerships among law enforcement agencies in Washington. The agencies involved represented a larger group than the one studied by MGT, but the study was less formal. The following is a summary of the most significant partnership opportunities identified by the study:

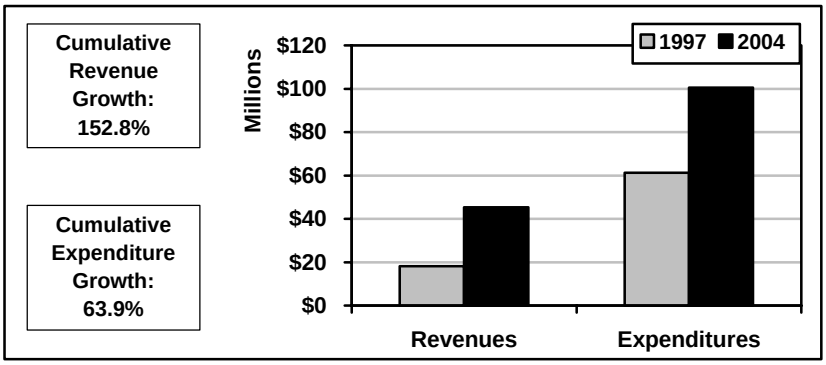
- Training poses significant opportunities for partnership. Several agencies reported that they have existing agreements to share resources. These agreements include shared trainers, satellite programs, and cooperation with the WSCJTC. Further, many agencies indicated that they would like to see shared training on the local/regional and state levels.
- Tactical/SWAT teams also are favored for partnerships, and several agencies already have cooperative teams. This survey and the MGT survey conducted in 2001 found that Tactical/SWAT and other specialty services are primary opportunities for local/regional partnerships because they require significant costs, training, and equipment, but are not used frequently enough for agencies to staff individual teams.
- Finally, information and records sharing are favored options for future partnerships; this finding also was echoed in the MGT study. Respondents recommended finding local/regional and state level solutions.

Resources

Resources and Operations

The King County Sheriff's Office uses only 11.2 percent of the King County General Fund (CX) budget (accounting for contract revenue), and continues to execute strategies to maintain costs and preserve basic services. Our effectiveness is demonstrated in Figure 6, which shows that our revenue growth has outpaced our expenditure growth.

Figure 6: Cumulative Growth in Revenue and Expenditures, 1997 - 2004



Budget Considerations

The KCSO's total budget represents about 3.7 percent of the total county budget. In 2004, the KCSO received a total appropriation of $117 million from these county sources:

- The CX Fund: $102 million, of which over $40 million is backed by revenues,
- $2.6 million from the Criminal Justice (CJ) Fund
- $11.9 million from the Automated Fingerprint Identification System (AFIS) levy.
- $620,000 in drug forfeitures.

The KCSO has obtained, or is in the process of obtaining, over $26 million from federal and state grants and earmark funds since 1997. These funds are dedicated to specific programs such as homeland security, equipment, personnel, and recruiting.

The KCSO is aware of the gap between King County revenues and expenditures, and understands that every county agency must work toward solutions. To that end, the KCSO is committed to providing police services in the most cost-effective manner while also ensuring that mandated and critical public safety services receive sufficient funding. Over the last several years, the KCSO has implemented numerous cost-saving strategies, absorbed significant new expenses within existing appropriations, and secured millions of dollars in new grants. We remain concerned that available budget resources may not keep pace with the ever-changing demands for law enforcement.

The County's fiscal crisis is one factor that has led the Sheriff's Office to begin work on an Operational Master Plan, which will guide our planning and budgeting for the future. This plan will include a careful analysis of the future law enforcement needs in King County and our contracts, and help the Sheriff's Office to determine the best way to meet those needs while containing costs. We are optimistic that internal service agencies will be able to provide detailed long-term projections of cost reductions and efficiencies that will affect the Sheriff's Office budget and contract costs. Our ability to balance the goals of low-cost and effective law enforcement also will be important to ensuring the County's long-term role as a contract service provider.

Efficiencies and Cost Reductions

Our resources are decreasing while the need for our services is increasing. The KCSO has had to balance these demands by cutting or reducing lower-priority services so that higher-priority services can be provided at an acceptable level. To date, our service cuts or reductions have included Block Watch, DARE, the gang unit, pawnshop investigations, specialized auto theft investigations, minor accident investigation, bad checks, ID theft, vice, gambling, criminal warrants, building security, local DUI enforcement, and more.

At the same time we are making cuts, the KCSO also is finding efficiencies. In 2002 and 2003, deputies began to purchase gas at County facilities whenever possible. Usage of county facilities shot from four percent to 50 percent very quickly. In 2004, we began encouraging the use of Pacific Pride fuel stations as an additional cost reduction. Further, the

KCSO opted to replace some vehicles with less expensive models. The KCSO is promoting an ongoing review of services provided to citizens by all law enforcement agencies in an effort to find the most efficient and cost effective delivery method.

Contract and Fee 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). We use a complex cost allocation model to ensure that all parties are charged in an equitable manner. In 1998, the KCSO participated in a study that assessed our contract structure and verified that our model truly achieves full cost recovery. Twice each year, the cost books and financial exhibits are reviewed and updated to ensure that all costs are captured and shared equitably between the county, cities, and other contracting entities. Using this model to capture the costs of service to particular areas of unincorporated King County has proved difficult because so many services are shared in those areas, workload data tend to be collected over large (rather than specific) geographical areas, and the model uses average costing rather than marginal costing. As a result, the cost to serve unincorporated areas when services are shared with cities is lower than the cost if the contracts did not exist.

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 each city receives the support services in proportion to their level of patrol. This cost allocation method ensures that the cities pay for the service they receive. Others (e.g., communications and clerical support) are a direct charge based on formulas. The KCSO must consider the financial impact to cities when it makes decisions about service offerings.

Ensuring cost effective services and a limited rate of growth in costs is equally important to our contract partners, which also are experiencing tighter budgets. While the KCSO reviews our methodologies to ensure full cost recovery, the contract holders review the methods for full expenditure recovery – they are responsible to their citizens to show that they are receiving the maximum services for the dollars they spend. In 2002, the KCSO began a cost containment exercise with the cities that contract for law enforcement services. Together with the city finance directors, we established a methodology that identifies what percent of the annual cost increase can be attributed to unit costs, workload, city changes, and county operational changes. At the cities' request, we analyzed data back to 1998 to determine an average annual percent change. The exercise has been repeated annually since that time, and the cities reported high satisfaction with the findings. The KCSO will continue to provide this information on an ongoing basis.

Table 2: Average Annual Percent Change

Time Period	Total Avg. AnnualChange	Components of Total Change			
		Unit Cost	*Workload*	*City Changes*	*County Changes*
1998 – 2004	6.18%	4.15%	1.68%	1.00%	0.34%
1998 – 2003	5.44%	3.81%	1.19%	1.02%	-0.39%
1998 – 2002	9.23%	4.99%	3.78%	1.37%	-0.51%

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, and the KCSO actively recruits potential candidates with a variety of backgrounds.

We are currently developing data tracking that we hope will help us correlate testing results with successful candidates. The data will allow us to identify which parts of the testing process are the most effective in identifying applicants with the best attributes that would be successful law enforcement service providers. The results will give us valuable information that should help us to refine our testing system.

In 2003, the KCSO successfully obtained a grant to assist us in improving our recruiting and hiring systems. The grant program started with a focus group process to identify the traits that deputies need to be successful; the focus groups included community members, jail staff, the King County Prosecutor's Office, the Office of Public Defense, and others. Based on that information, the KCSO identified the core competencies of deputies. The information will help the Sheriff's Office to find the best possible candidates. In addition, we introduced an online application process that should increase the number of candidates per testing cycle.

Military leave

KCSO and King County have always supported active military reservists. As U.S. military actions continue, we expect that our staff may continue to be called up for military duty, thereby adding to the staffing challenges created by shrinking budgets and staff. Those on active duty continue to receive benefits, and their positions are not back-filled, which causes us to cover those vacancies with overtime when necessary.

Section Four: Core Businesses

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 crossover 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. While our core businesses likely will not change due to budget reductions, the Sheriff's Office will be challenged to provide the programs in a manner that achieves both cost and operational effectiveness. Programs may need to be reduced or eliminated, as we have done in the past (e.g., many crime prevention programs were cut in unincorporated areas.).

In short, the KCSO has developed a system in which our goals, core businesses, and programs are 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 functions and programs .

	Meets		
Core Business Function	**Goal 1** To reduce crime and the fear of crime.	**Goal 2** To provide high-quality, cost-effective, and accountable services to the citizens of unincorporated King County and to our contract cities.	**Goal 3** To commit to community policing at all levels of the King County Sheriff's Office
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	

Programs And Services

As requested in the business plan instructions, the KCSO has listed our services as groups/programs within our core business functions. In addition, we have classified the "programs" into the categories of regional, local unincorporated, local city, and contracts. Not all services within a program fall within the categories noted for the program. For example, the KCSO provides homicide investigations on a countywide basis as requested, but most investigations are provided only to unincorporated areas and to contract holders.

Core Business Function	Programs	Regional	Urban Unincorp.	Rural Unincorp.	Local City	Contracts
Crime Response, Investigation, and Prevention	Response	X	X	X		X
	Investigations	X	X	X		X
	Crime Prevention					X
Contract Service Provision	Contract Law Enforcement					X
	ARFF	X				X
	Court Protection	X				X
	King County Metro Transit Police	X				X
	Muckleshoot Indian Tribe					X
	School Resource Officers		X			X
Technological Development	Information Services	X	X			X
	AFIS	X				
	Computer Resources		X	X		X
Employee and Citizen Services	Internal Investigations		X	X		X
	Personnel/Employee Services		X	X		X
	Training		X	X		X
	Citizen Services (non-crime)	X	X	X		X
Resource and Facility Management	Administration	X	X	X		X
	Resource Management		X	X		X

Core Business: 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.

Program: Response	
Purpose:	To provide effective and timely response to crime incidents in unincorporated King County, our contract cities, and other jurisdictions that request our assistance.
Services	• Air Support • Bomb Disposal • K-9 Unit • Communications Section • Evidence and Supply • General Traffic/ Motorcycle • Hostage Negotiation • Marine Unit • Patrol • Prisoner Transport (per RCW) • Tactical
Program: Investigations	
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.
Services:	• Computer Forensics Investigations • King County Regional Criminal Intelligence Group • Criminal Warrants • Asset Forfeiture • Child Find • DVIU • Fraud Investigations • Major Crimes Investigations • MARR • Missing Persons • Photo Lab • Polygraph • Precinct Detectives • Regional Homicide investigations • Special Assault investigations • Special Support and Enforcement • Neighborhood Drug Enforcement • Violent Crimes Review Team

Program: AFIS	
Purpose:	To provide timely, efficient, and quality regional fingerprint identification services in support of all public safety agencies within King County through a system linked to local, state and federal fingerprint and criminal history databases. To provide photography services to KCSO staff in order to record crime information and enhance publicity (e.g., recruiting) efforts.
Services:	• Inmate Fingerprinting & Mugshots • Criminal History (Rap Sheet) Creation and Updates • Real-time Criminal "Liar" or Alias Identification • Training Services for all County Law Enforcement Professionals • Photography & graphic services • Identity Theft Research and Resolution • Crime Scene Call-outs & Investigations • Latent Print Processing • High Quality Finger and Palm Print Registry
Program: Crime Prevention	
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.
Services (most are provided only in contract cities by their dedicated staff):	• Residential and commercial security checks. • Block Watch and Business Watch efforts. • Crime Free Multi-Unit Housing educational programs. • Community Service Officers • Storefronts and storefront deputies (requested in budget proviso). • Community Crime Prevention Units/Crime prevention publications and educational materials. •

Effectiveness Measures	Efficiency Measures
• Number of Latent Hits (Crime Scene or Investigation) • Number of Identifications (Criminal and Applicant) • "Liars" (False Names) Identified	• Average response time to high priority incidents • Number of SSEU warrants served/value

Core Business: 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: Contract Law Enforcement	
Purpose:	To manage law enforcement contracts with cities and other agencies/jurisdictions so that all citizens can benefit from comprehensive enforcement.
Services:	• Daily operations • Contract oversight • Budget/Billing
Program: Airport Rescue and Fire Fighters (ARFF)	
Purpose:	To provide comprehensive police and firefighting services to the KCIA.
Services:	• Daily operations • Contract oversight • Budget/Billing
Program: Court Protection	
Purpose:	To ensure the safety of citizens and employees while they conduct business at the district courts.
Services:	• Daily operations • Budget/Billing

Program: King County Metro Transit Police	
Purpose:	To oversee ongoing actions to ensure passenger and employee security and safety for King County Metro.
Services:	• Daily operations • Contract Oversight • Budget/Billing
Program: Muckleshoot Indian Tribe	
Purpose:	To provide enhanced police services to Tribal Members and visitors to promote a high quality of life on the Muckleshoot Indian Tribe reservation.
Services:	• Daily operations • Contract Oversight • Budget/Billing
Program: School Resource Officers	
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
Services:	• Daily operations • Contract oversight • Budget/Billing

Potential Effectiveness Measures	Potential Efficiency Measures
• Change in Metro Transit customer and operator feelings of safety/security. • Change in contract customer satisfaction with operations and contract service • Noted in contract city SEA reports	• Noted in contract city SEA reports • Number of contracts maintained • Value of contracts served

Core Business: 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 can improve our use of information for addressing crime and serving citizens.

Program: Information Services	
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.
Services:	• Centralized crime analysis • Precinct crime analysis • Records • Regional information sharing • Statistical reporting
Program: Computer Resources	
Purpose:	To provide computer tools and support to KCSO employees so that they can perform their work efficiently and effectively.
Services:	• IRIS • Computer Installation and maintenance •

Potential Effectiveness Measures	Potential Efficiency Measures
• To be determined	• Number of bulletins and other reports created by Crime Analysis

Core Business: 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: Internal Investigations	
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.
Services:	• General Orders Manual • High-risk activity review boards • Internal investigations • Standard Operating Procedures
Program: Personnel/Employee Services	
Purpose:	To provide the systems that support employees from recruiting to separation so that the KCSO maintains a highly-skilled and professional staff.
Services:	• Recruiting and Hiring • • Chaplain • Promotional process
Program: Training	
Purpose:	To ensure that employees are appropriately trained and meet required certifications that the KCSO provides the highest-quality service to citizens.
Services:	• In-service training • Specialized training • State certification
Program: Citizen Services (Non-crime related)	
Purpose:	To ensure that citizens receive the services required by law or by precedent in a professional and courteous manner.
Services:	• Concealed weapons permits (RCW 9.41.050) • Responding to information requests • Search and rescue (RCW 38.52.400) • Community notification meetings regarding Level III sex offenders. • Emergency management (KCC 2.16.060 B.3) • Citizen satisfaction surveys • Civil process (KCC 2.16.060 C.2) • Register Kidnappers and Sexual Offenders

Potential Effectiveness Measures	Potential Efficiency Measures
• Number of deputies and sergeants participating in in-service training. • Percent of residents reporting their general feeling about police services as excellent or good.	• Number of civil process orders served • Number of sex offenders registered • Number of offenders monitored by KCSO detectives

Core Business: 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: Administration	
Purpose:	To provide clear direction to employees and the public about the KCSO's priorities so that the services are aligned and cost-effective.
Services:	• Media Relations • Legal Advisor • Sheriff's Aide • Division Chiefs
Program: Resource Management	
Purpose:	To manage resources so that citizens receive the best law enforcement service value.
Services:	• Budget and Accounting • Property Management/Supplies • Grant applications/administration • Facilities and Maintenance • Communication • Performance Measures

Potential Effectiveness Measures	Potential Efficiency Measures
• Percent of general fund budget allocation supported by revenue • Amount of grants secured	• Percent of fuel purchased at county or Pacific Pride stations

Section Five: Measurements

Many of the KCSO's measurements are based on those provided to the contract cities in their Service Efforts and Accomplishments reports. The trends have been established back to 2000, which is the date of the last census. Workload and crime data are unavailable for 2004.

We expect that our performance measurements will be refined significantly as a result of our Operational Master Plan project.

Goal: 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. It is interesting to note that although the overall Part One Crime Rate has experienced a slight decline, the trend is not consistent within the category.

	2000	2001	2002	2003	% Change (2002-03)	% Change (2000-03)
Part I Crimes	34.93	34.85	34.07	34.43	1.1%	-1.4%
Part II Crimes	35.54	36.17	34.62	35.95	3.8%	1.2%

Percent change in response activity

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 (self-initiated field activity) or reports taken by Communications Center staff (Alternative Call Handling).

On-view Activity

Self-initiated police activity is action taken by a deputy that is not initiated by a citizen's request for service. Many of the top categories are traffic-related, including driving under the influence of alcohol or drugs (DUI), moving violations, defective equipment, speeding, vehicle license violations, parking violations, etc. Other "on-view" activity includes business checks, assisting other agencies, prisoner transports, King County Metro-related activity, criminal warrant activity, accidents, recovering stolen vehicles, (1) narcotics enforcement, suspicious person(s) or vehicle(s), abandoned vehicle(s), citizen assist(s), prostitution enforcement, and area checks.

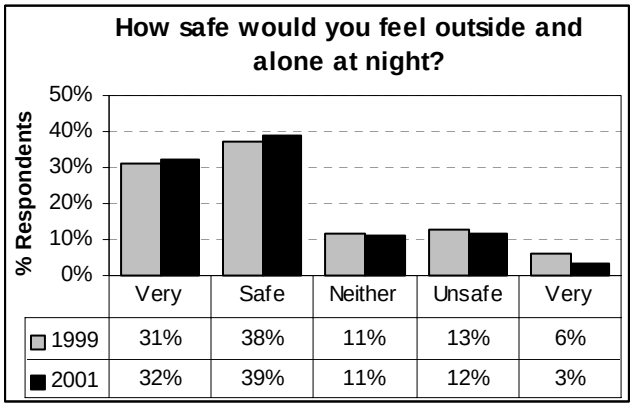
Alternative Call Handling

Alternative Call Handling is a program through which Communications Center call receivers handle certain calls for service by phone. Residents receive a faster response, and deputies have more time for field response and community policing.

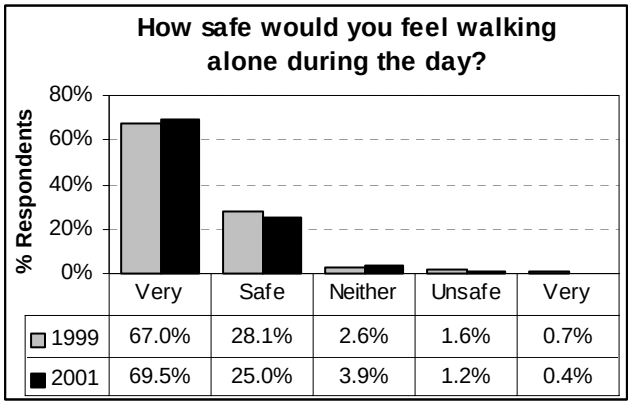
	2000	2001	2002	2003	% Change (02-03)	% Change (00-03)
Dispatched Calls for Service	124,844	126,730	122,651	122,547	-.008%	-1.8%
On-View Activity	143,331	157,935	148,046	153,133	3.4%	6.8%
Alternative Call Handling	10,984	10,728	9,196	8,358	-9.1%	-23.9%

Percent Change In Citizens' Reported Feelings Of Safety

In 1999, and again in 2001, the KCSO conducted citizen satisfaction surveys. The survey will be repeated in the fall of 2004. The telephone survey is statistically valid, and uses a stratified sample. These are just two of the questions asked of citizens.



	Very	Safe	Neither	Unsafe	Very
1999	31%	38%	11%	13%	6%
2001	32%	39%	11%	12%	3%



	Very	Safe	Neither	Unsafe	Very
1999	67.0%	28.1%	2.6%	1.6%	0.7%
2001	69.5%	25.0%	3.9%	1.2%	0.4%

Percent Change In Citizens' Perception Of Crime Trends

In 1999, and again in 2001, the KCSO conducted citizen satisfaction surveys. The survey will be repeated in the fall of 2004. The telephone survey is statistically valid, and uses a stratified sample. In the survey, respondents are asked whether they think crime increased or decreased during the previous year.

	2001 % Unincorporated Residents	2001 % City Residents	2004 % Unincorporated Residents	2004 % City Residents
Increased	13.8%	11.3%		
Remained about the same	69.7%	66.1%		
Decreased	9.4%	10.8%		
Don't know	7.1%	11.8%		

Data available fall 2004.

Related Core Business Measurements (see table)

- Number of AFIS "Hits"
- Number of Inmates positively identified by AFIS
- Number of bulletins and other reports created by Crime Analysis

Goal: 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. This is an average figure for our cities and unincorporated area. The 5.9% increase in from 2001 to 2002 was the result of implementing several major labor contracts that expired in 2000 and were settled in 2002.

	2000	2001	% Change	2002	% Change	2003	% Change
Cost per capita	$162	$163	.62%	$173	5.9%	$174	0.58%

Commissioned officers per 1,000 residents

These figures represent authorized, not actual, staffing. "Commissioned officers" includes commissioned personnel of all ranks and assignments.

	2000	2001	2002	2003
Officers/1,000 Unincorp.	.91	.91	.90	0.88
Officers/1,000 City	1.01	1.00	1.01	1.00

DCFS per Patrol Deputy

These figures represent authorized, not actual, positions. 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; they are assigned almost exclusively to unincorporated areas. A decrease may indicate more time for on-view, crime prevention, and community policing activities.

	2000	2001	% Change	2002	% Change
DCFS per Patrol Deputy, Unincorp.	410	400	-2.4%	385	-3.9%
DCFS per Patrol Officer, City	494	503	1.8%	487	-3.1%

Related Core Business Measurements (see table)

- Average Response Time (in minutes) to High Priority Calls, Unincorporated and City
- Number of contracts maintained
- Value of contracts maintained
- Number of deputies and sergeants attending training
- Number of civil orders processed
- Number of sex offenders registered
- Percent of residents reporting their general feeling about police services as excellent or good.
- Percent of general fund budget allocation supported by revenue

Goal: To commit to community policing at all levels of the King County Sheriff's Office.

Many of our contract cities implement focused community-policing projects that address local problems such as traffic, neighborhood disturbances, gang activity, and more. On a countywide (unincorporated) basis, that approach is impractical because the problems in one area may not occur in another. The Sheriff's Office continues to look for ways to measure the community activities that affect public safety.

Community Policing Efforts (2003 -- 2004)

- Attendance/participation at UAC meetings
- Citizen academies
- Hiring in the Spirit of Service grant (community involvement in hiring process)
- Boater safety education classes
- Community meetings and presentations
- Business and Block Watches, newsletters

Percent of Residents reporting that police were effective in solving a problem

	2001 % Unincorporated Residents	2001 % City Residents	2004 % Unincorporated Residents	2004 % City Residents
Very Effective	29.4%	26.9%		
Effective	23.8%	22.9%		
Partially Effective	11.3%	10.8%		
Ineffective	22.5%	17.3%		
Does not apply/Don't know	13.1%	22.1%		

Data available fall 2004.

Policy	Core Business	Performance Measure	2001	2002	2003	2004
The Sheriff is chief law enforcement officer in the county, is elected by all county voters, and is responsible to all residents regardless of jurisdiction. The Sheriff's Office is sworn to uphold all county, state, and municipal laws throughout the county.	Crime Response, Investigation, and Prevention	Number of Latent Hits (Crime Scene or Investigation)	2,967	3,860	4,835	--
		Number of Identifications (Criminal and Applicant)	73,211	67,691	65,942	Available Spring 2005
		"Liars" (False Names) Identified	673	906	826	Available Spring 2005
		Number of SSEU warrants served/value				Available Spring 2005
	Employee and Citizen Services	Number of civil process orders served	--	77,950	70,572	Available Spring 2005
		Number of registered sex offenders (New registrations)	601	716	768	Available Spring 2005
		Number of offenders monitored by King County detectives				Available Spring 2005
	Crime Response, Investigation, and Prevention	Average response time -- Priority X or 1 Unincorporated	We will be able to collect the data in this way starting in 2004.			Available Spring 2005
		Average response time -- Priority X or 1 City	We will be able to collect the data in this way starting in 2004.			Available Spring 2005
Changing crimes, increasing needs for homeland security, a mandate for community policing, and the regional nature of criminal activity require ongoing development of personnel, abilities, customer service, and partnerships.	Technological Development	Number of bulletins and other reports created by Crime Analysis				Available Spring 2005
	Contract Service Provision	Change in contract customer satisfaction with operations and contract service	We will be able to collect the data in this way starting in 2004.			Available Spring 2005
		Number of contracts maintained	27	27	28	28
		Change in Metro Transit customer and operator feelings of safety/security.				
	Employee and Citizen Services	Percent of unincorporated area residents reporting their general feeling about police services as excellent or good.	62.7	Survey not conducted	Survey not conducted	Available Fall 2004
		Percent of city residents reporting their general feeling about police services as excellent or good.	63.8	Survey not conducted	Survey not conducted	Available Fall 2004
		Number of deputies & sergeants participating in in-service training.			341	Available Spring 2005
The Sheriff's Office has an obligation to meet law enforcement needs in a cost effective manner that reflects the fiscal realities of King County and our contract customers.	Resource and Facility Management	Percent of general fund budget allocation supported by revenue				
	Contract Service Provision	Value of contracts served				

Summary

The King County Sheriff's Office is continuing to achieve its long-term goals by annually identifying and reviewing our operating environment and challenges, as well as the strategic business objectives. 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.

The King County Sheriff’s Office will continue to emphasize the following service priorities:

- Law enforcement for all citizens in unincorporated King County and our contracts
- Ongoing quality improvement for our contract services
- Cost and operational efficiencies through partnerships and information sharing
- Appropriate staffing, policies, and practices that ensure the safety of deputies and resident

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.