

King County, Washington



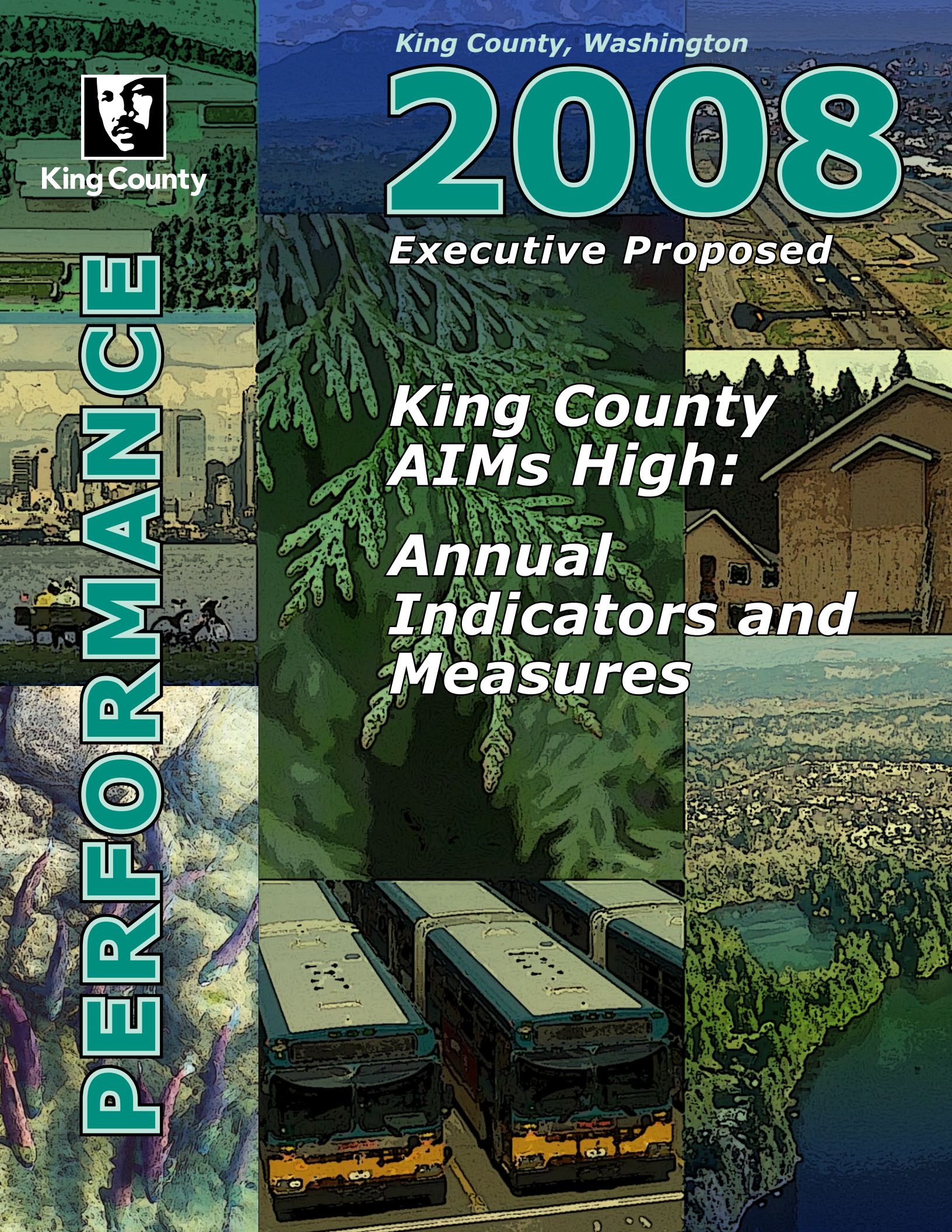
King County

2008

Executive Proposed

***King County
AIMs High:
Annual
Indicators and
Measures***

PERFORMANCE



PERFORMANCE

King County, Washington

***King County
AIMs High:***

***Annual
Indicators and
Measures***



King County

Office of the King County Executive
**Office of Management
and Budget**

October 2007

2008

Executive Proposed



King County

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Alternate Formats Available

206-296-3434 TTY Relay: 711

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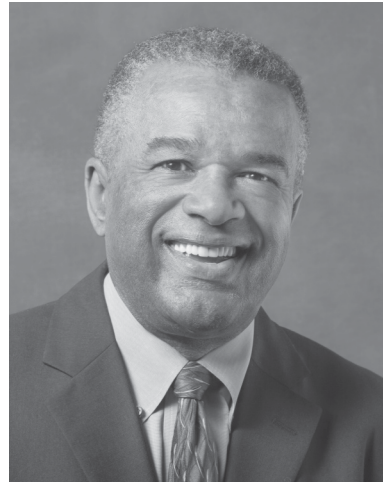
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In 2007, King County received a prestigious “Certificate of Excellence in Service Efforts and Accomplishments Reporting” from the Association of Government Accountants (AGA) for the 2007 *King County AIMS High* report.

AGA conducts third-party reviews of public performance reports using suggested criteria for performance reporting from the Governmental Accounting Standards Board.



October 15, 2007

Honorable King County Councilmembers
And the People of King County:

I am pleased to transmit the 2008 *King County AIMS High: Annual Indicators and Measures* report to the Metropolitan King County Council. This report provides strategic goals for and performance measurement information about King County Executive Branch departments and offices. This report is designed to be an ongoing progress report and a high-level snapshot of departments' activities and measures. Measuring performance is a hallmark of good governance in the 21st century and one that I am proud to champion.

This year's report reflects my heightened expectations that our performance measure work is relevant, important, and understandable to the residents of the county. Last year's report received a prestigious "Certificate of Excellence in Service Efforts and Accomplishments Reporting" from the Association of Government Accountants. I am very proud that we were one of only six jurisdictions in the country to receive this distinction. The certificate process is designed to improve accountability and transparency in government; important goals that I strongly believe improve government services and sustain public trust.

In an effort to make more of our performance information even more available to the public, we have created a companion *AIMs High* Web site, at www.kingcounty.gov/exec/aimshigh. Like the report, the Web site presents information about the county's social, economic and environmental conditions, as well as related performance measures for county services.

To make sure that what we are reporting and the ways in which we are reporting are meaningful and useful to the public, my office will initiate a public engagement process in 2008 to obtain feedback from the public about this report and related Web site. With support from a grant from the National Center for Civic Innovation, we will be asking county residents about the content, form, and delivery of our performance information.

Beyond publicly reporting our performance results, I have been using this same information in regular meetings with my top management to discuss performance and policy issues through the KingStat process. KingStat is my system to review progress towards county goals, put attention on areas needing improvement, and to serve as a forum where performance information is used to inform policy, budget, and operational decisions.

Honorable King County Councilmembers
October 15, 2007
Page 2

I continue to support the direction the county is taking by promoting performance measurement in all branches of government through the Council Auditor's Performance Measure Work Group and the performance efforts being undertaken by separately elected officials.

I am proud of all that we have accomplished to date, as we continue to advance the transparency and accountability of King County government. Thank you for your careful consideration of this report.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Sims". The signature is stylized with a large, looping initial "R" and a cursive "Sims".

Ron Sims
King County Executive

King County AIMs High - Annual Indicators and Measures 2008 Report

Purpose

The *King County AIMs High: Annual Indicators and Measures* report is published annually and transmitted from the King County Executive to the Metropolitan King County Council with the Executive Proposed Budget.

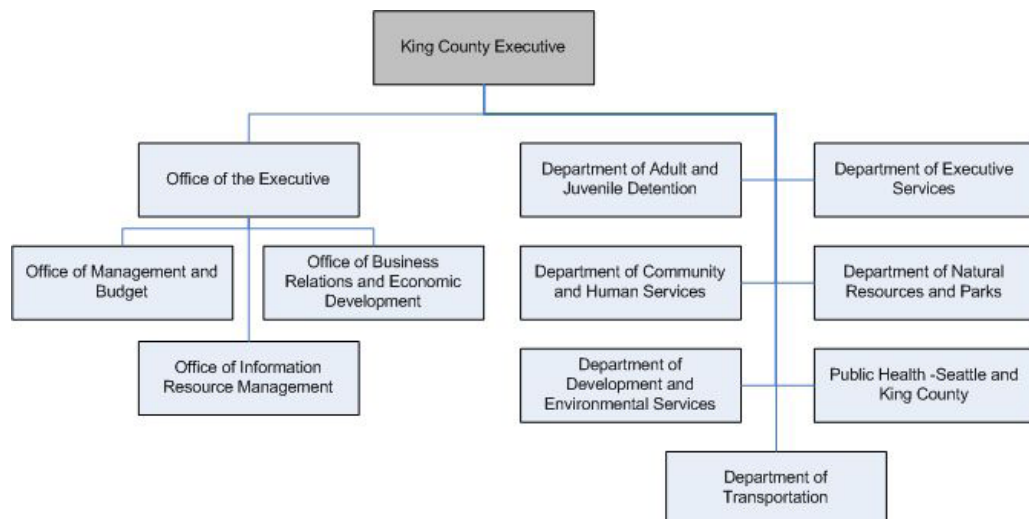
King County AIMs High has two primary audiences and purposes:

1. For the public, this document summarizes key results from the King County executive branch. This report is intended to help the public understand and evaluate the county's performance in achieving goals and outcomes.
2. For policy makers, analysts, and other governments, this document reports key performance information that can be used to help track and evaluate service levels, programs, goal achievement, and policy effectiveness.

Scope

This report covers the executive branch of King County government. The executive departments and offices covered in this report are:

- Department of Adult and Juvenile Detention
- Department of Community and Human Services
- Department of Development and Environmental Services
- Department of Executive Services
- Department of Natural Resources and Parks
- Public Health - Seattle and King County
- Department of Transportation
- Office of Business Relations and Economic Development
- Office of Information Resource Management



In addition to this printed report, King County has created a companion Web site:

www.kingcounty.gov/exec/aimshigh

While this report provides only a snapshot of indicators and measures, the *King County AIMs High* Web site aligns measures and indicators to specific themes to show the relationship between the two types of data. Please explore the Web site to find additional measures, more detail about challenges and strategies moving forward, disaggregated data, and information on the relationship between the county's actions and community conditions.

Community Indicators

In addition to department performance measure data, this report includes a new section on key community indicators. The goals of reporting both indicators and measures are:

1. To illustrate how King County's services and performance contribute to community conditions
2. To demonstrate how the state of the community shapes the county's decision-making and performance
3. To provide all members of the community (government, the business community, non-profits, individual residents, and others) with the opportunity to identify what actions need to be taken to improve community conditions
4. To increase access to information and support informed public debate.

Key Sources

King County benefits from the work of local community organizations as well as its own work on indicators. The community indicators were provided by:

King County Benchmarks:

www.metrokc.gov/budget/benchmrk/

Communities Count:

www.communitiescount.org/

King County Department of Natural Resources and Parks:

<http://metrokc.gov/dnrp/measures/indicators/default.aspx>

Because indicator data were provided by a number of sources, data collection, methodology, and reporting frequency vary. The most current data is presented, and historical information is included where available, though reporting years vary.

King County AIMs High includes performance measurement data, analysis and information for major programs in the executive branch departments and offices. The data are selected from department business plans submitted as part of the budget process, and in some cases from data developed for the Executive's performance management program, called KingStat.

Types of Measures

Three categories of measures are included in this report:

Effectiveness (outcome) measure: A measure of the extent to which goals, outcomes or objectives have been achieved. (Examples: percent of streets in "good" condition; percent of program participants that are employed after six months).

Service quality (customer satisfaction) measure: A type of effectiveness measure relating to customer, client, or public satisfaction with quality, timeliness or other aspects of the service or product delivered. (Examples: percent of phone calls returned within 48 hours; percent of customers satisfied with services).

Efficiency measure: Relates inputs to outputs and can be expressed in two ways: 1) cost per unit of output or outcome to derive unit costs or 2) units of output or outcome per staff to derive productivity. (Examples: dollars spent for one mile of snow removal, employee-hours per ton of refuse collected).

Measure Selection

Measures were chosen for this report based on several key organizing principles:

- Measures should be of interest to the general public.
- Measures should represent a balance of effectiveness, customer service and efficiency.
- Lacking customer service or efficiency information, additional effectiveness measures should be presented.
- Measures should reflect significant program efforts.

The performance measures presented in this report are developed by managers and staff at many different levels of the organization. The county follows these principles when developing performance measures:

1. Identify new and better ways of providing services with shrinking dollars
2. Show the public how their tax dollars are being spent
3. Evaluate accomplishment of goals
4. Report how well (effectively and efficiently) resources are used
5. Assist with decision-making about how best to use resources
6. Encourage employee involvement to accomplish goals and improve results
7. Track the progress and impact of policy and management decisions over time
8. Monitor the quality of and overall satisfaction with services provided.

Data Quality

The report includes the most recent annual data available; in most cases complete information through 2006. First quarter 2007 data is presented when possible. Data is generally presented for the previous four years. Due to recent efforts to enhance performance measurement in the executive branch, some measures are new and fewer years of data are available.

The majority of the performance data contained in this report has been compiled from department reports. Original data sources remain in the individual departments and are reported to the Office of Management and Budget as part of the budget development process. This report is written and compiled by the Executive Office and the Office of Management and Budget.

Due to continuous improvement efforts and evolving expectations about the types and quality of performance data required, some previously reported data are occasionally revised, although changes to previously reported actual data are generally noted in the report.

King County does not formally audit department performance measure data. However, department management routinely reviews performance data and analyses. The Executive Office and Office of Management and Budget provide additional oversight through multiple reviews of department business plans and performance data as part of the budget process and in regular executive KingStat meetings.

Targets

Target levels are typically based on management expectations, industry standards, or benchmark data. Since this document accompanies the 2008 budget, measures have a 2008 target. Historical targets for 2006 and 2007 were developed in the year prior (2005 and 2006 respectively) and have been kept on the graph to show how (or if) targets have changed, and how successfully the target has been attained in the past. In the case of new measures, historical targets were not developed in hindsight.

Targets are used to denote the degree of improvement desired or an attainable goal. It is not always possible or desirable to establish a target at the theoretical maximum or 100 percent. An attainable goal is one that can be reached within the limits of current resource levels, policy direction, or customer behavior.

King County executive departments are currently focused on improving service delivery through achieving targets. Comparing performance standards through benchmarking with other jurisdictions or private sector organizations is currently done by some departments but is not yet a standard practice. Future efforts will include enhanced benchmarking to inform targets and to help improve services.

Public Involvement

King County has not yet formally involved the public in the selection of performance measures or development of performance reports. The measures currently included in the business plans and in this report reflect the management and policy priorities of the executive branch leadership. Two of the indicator sources used for this report and the Web site (Communities Count and King County Benchmarks) had extensive community and stakeholder involvement in the development and selection of their indicators.

Public involvement is a recurring element in the county's "Work Plan for Developing a Countywide Strategic Planning, Performance Measurement and Management System" created by the King County Council Auditor's Performance Measurement Work Group. The work plan outlines the county's intent to publicly report to citizens how well it is meeting its performance goals and to involve the intended audiences of performance reports in the development of the report designs. Based on the work plan, the public will be involved in defining the purpose, key components, and timing of performance reports.

In early 2007, King County was awarded a grant from the National Center for Civic Innovation to help fund a public engagement process. This process will enable citizens to provide input on the content, form, and distribution of county performance information. This public engagement process will be initiated in early 2008 and the results will be integrated into the production of the 2009 *AIMs High* report.

Staffing

Responsibility for performance measurement and management is distributed throughout the executive branch. A dedicated staff member leads the implementation of the Executive's KingStat performance management program which includes improving the integration of performance measures in the budget process, reporting performance information to the public, and training county employees on measurement. Some additional portions of staff time in the Executive Office, Office of Management and Budget and King County Geographic Information Systems Center are also focused on this effort. Each department is expected to staff performance measurement and management functions from available resources.

Changes From Last Year

This report continues to be revised in both form and content. The revisions are intended to increase the usefulness and accessibility of King County performance data and to meet suggested national guidance on performance reporting by the Governmental Accounting Standards Board and used by the Association of Government Accountants.

Two new major components have been added to this year's report:

- A section for community indicators has been added.
- A companion Web site has been created with more extensive community indicators and performance measure information. This Web site presents data that was previously available in the appendix to this report.

These organizational and technical changes were implemented from the previous report:

Last Year	This Year	Rationale
Basic organization of the report built around departmental goals	Basic organization built around departments	Simplifies the overall presentation; reduces overall length to improve readability; focuses on key measures
Two measures per department goal	Four measures per department	Focuses on key measures
Primarily output measures presented (units produced)	Effectiveness, efficiency, service quality measures	Improved set of measures available; citizen and customer perception
No maps	Maps have been added for some measures	Shows complexity in the results (disaggregates data)
No 1 st quarter data	1 st quarter data added when possible	Enhances the timeliness of reporting

Executive Branch Vision, Mission, and Goals

Vision King County - Leading the region in shaping a better tomorrow.

Mission Enhance King County's quality of life and support its economic vitality by providing high-quality, cost-effective, valued services to our customers.

- Goals**
- Goal 1: Promote the health, safety and well-being of our communities.
 - Goal 2: Enrich the lives of our residents.
 - Goal 3: Protect the natural environment.
 - Goal 4: Promote transportation solutions.
 - Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Countywide Indicators

Economy
Education
Governance
Health
Housing & homelessness
Land use & transportation
Natural resources
Safety & infrastructure

Countywide Indicators

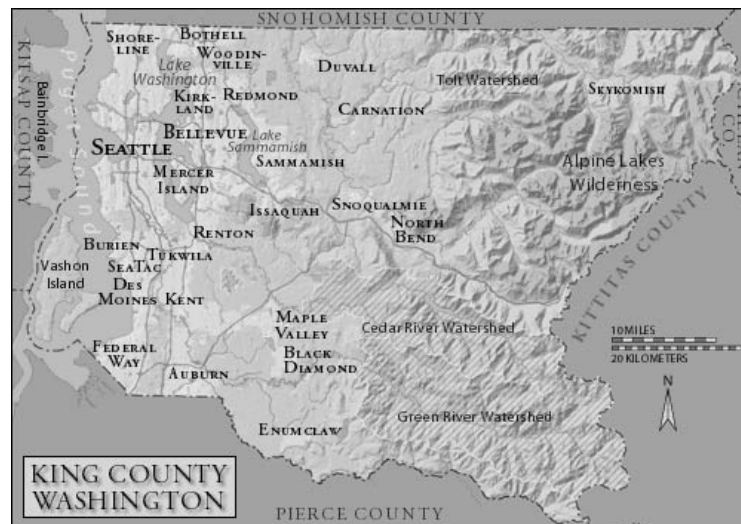
Indicators

King County has identified a number of indicators that help depict community conditions or the “state of the county.” Countywide indicators typically portray results that many organizations seek to achieve. These are generally broad areas which the county hopes to impact, but cannot solely achieve the outcomes.

In many cases, multiple departments impact and track each indicator. These countywide indicators can reveal systemic trends and alert policy makers to issues that require additional attention.

Countywide indicator categories:

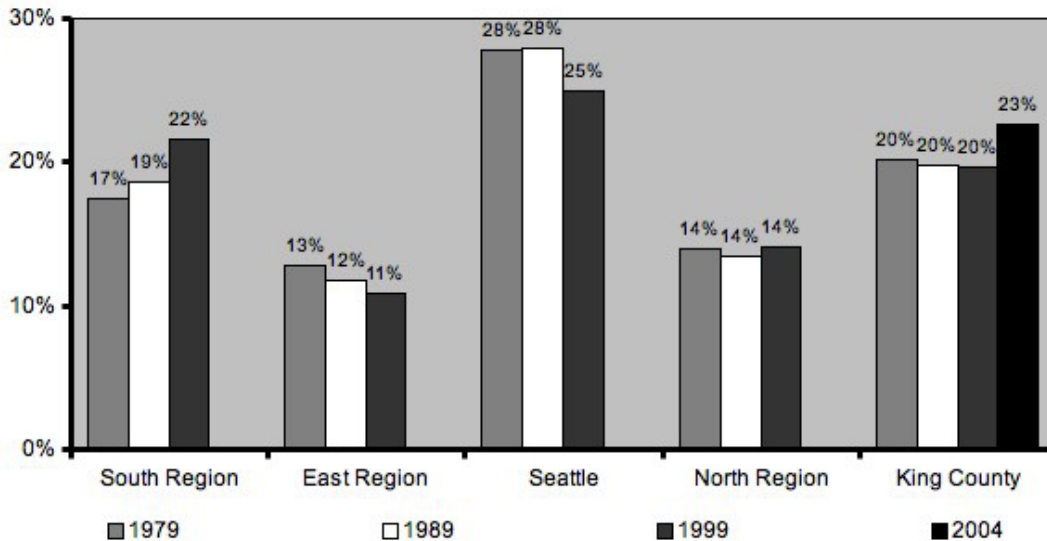
- Economy
- Education
- Governance
- Health
- Housing and homelessness
- Land use and transportation
- Natural resources
- Safety and infrastructure



Economy

Indicator:

Percent of population living below 200% of federal poverty level.



How is King County doing?

For two decades, the percent of the county population living below 200 percent of the Federal Poverty Level remained steady at around 20 percent. In 2004, however, that number rose to 23 percent. These numbers may still underestimate the number of residents unable to meet basic needs and plan for the future.

What else influences these indicators?

Educational opportunities are crucial to developing a highly skilled work force. Unfortunately, many low-income people have difficulties gaining access to quality education, training, and support services needed to prepare them for the world of work.

What role does King County government play?

Entry-level jobs are essential to helping low-income or low-skilled individuals enter the work force, reduce their dependence on public resources, and move out of poverty and become self-sufficient. King County offers several programs that focus on specific groups that benefit from additional support to be successful in the marketplace. King County's Work Training Program provides assistance in identification of suitable job opportunities, job placement, education and training for low-income and dislocated workers to help them gain skills that are needed by local businesses.

Countywide Indicators

Economy

Indicator:

Number of businesses.

How is King County doing?

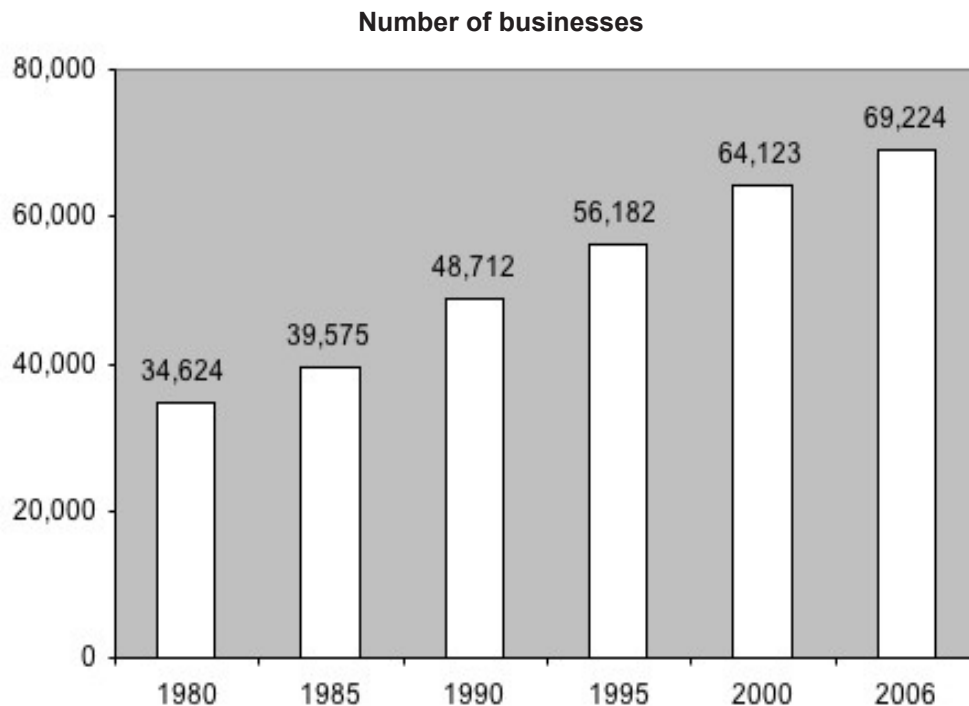
The number of businesses in a region is an indicator of a healthy economy. The steady increase in the total number of businesses in King County between 1980 and 2006 reflects a business climate which supports business formation, expansion, and retention.

What else influences these indicators?

Many factors contribute to a vibrant and sustainable economy, including a favorable business climate, a trained work force, adequate public infrastructure, land supply, predictable regulations, advancing technology, affordable housing, available capital, and a healthy natural environment.

What role does King County government play?

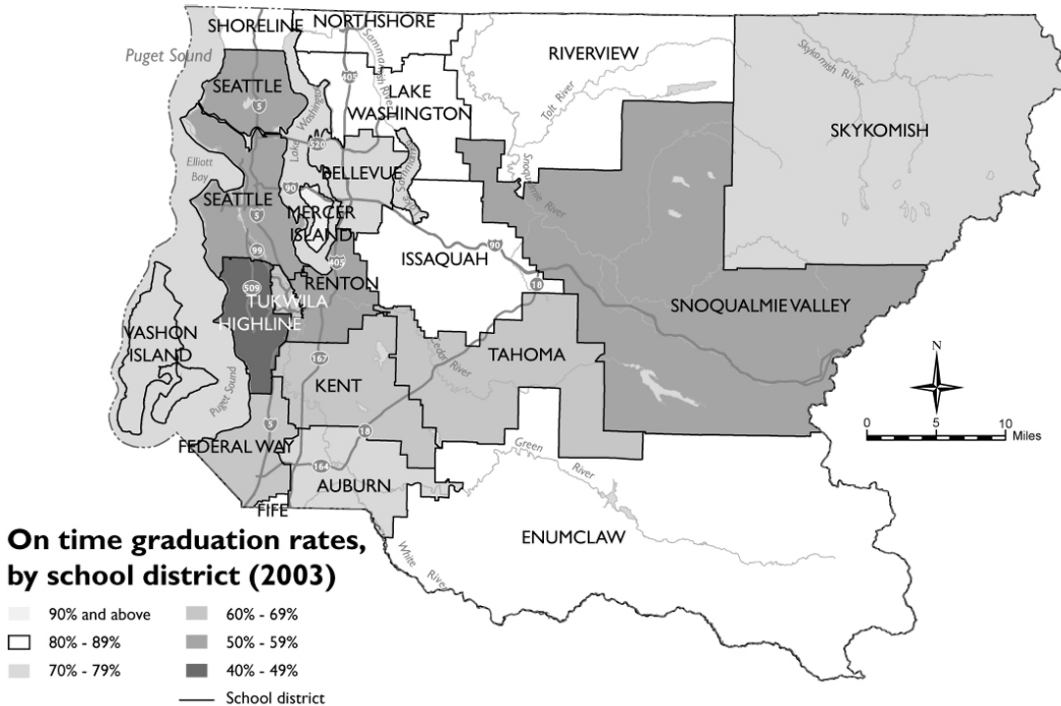
King County government supports business development through implementation of the comprehensive plan and significant investment in infrastructure. The Office of Business Relations and Economic Development works on numerous projects with public and private partners to support a diverse economic base and expand businesses and jobs. For example, King County is a key player in the “Regional Economic Strategy for the Central Puget Sound Region” developed by the Prosperity Partnership. The Partnership’s goals are to enhance long-term economic prosperity and to create 100,000 jobs in key sectors with the most potential for growth and export opportunities.



Education

Indicator:

On time high school graduation rates (by school district).



How is King County doing?

“On time” graduation rates are based on cohorts of students entering high school in the same year. In 2003, on-time graduation rates in school districts within King County varied widely, from 43.2 percent to 95.2 percent. For a student that does not graduate from high school, the career outlook is bleak. High school dropouts earn significantly less on average than those students who finish high school and go on to at least some college.

What else influences these indicators?

Evidence shows that those children who are physically healthy, emotionally mature, socially competent, and have cognitive, language, and communication skills are more likely to benefit from learning opportunities offered in the school environment. Parents, caregivers, early learning educators, and communities are all responsible for providing children with opportunities to acquire these developmental milestones in preparation for school.

What role does King County government play?

King County plays only a minor role in directly influencing academic achievement. The county’s primary role is to ensure healthy students and provide educational support and training programs targeted to at-risk youth populations that have dropped out of high school or are at risk of dropping out that are offered through the King County Work Training Program’s Youth Source Program.

Countywide Indicators

Education

Indicator:

Estimated eligible children unserved by Head Start and Early Childhood Education and Assistance Program based on funding capacity.

How is King County doing?

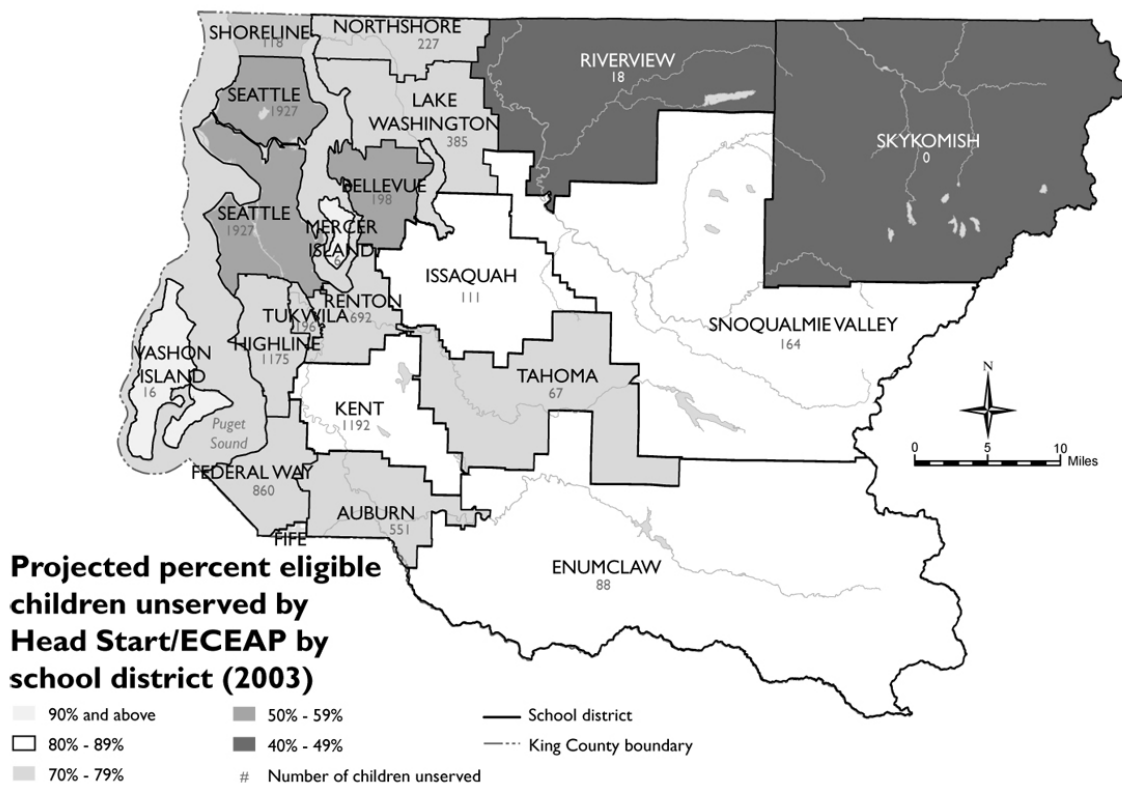
In King County, only 30 percent of the projected eligible children will be served by Head Start and Early Childhood Education and Assistance Program. Almost 8,000 aged three and four-year olds will be left unserved by these two public programs. In addition to appropriate child care, successful early childhood development can be promoted through reading. Reading encourages language development, reading comprehension, and later success in school. Reading and/or telling stories in any language helps young children be prepared for school. Parents/guardians that graduated from college were more likely to read to their children every day than those who only had a high school level of education.

What else influences these indicators?

Available child care ranges from rich, growth-promoting experiences to unstimulating, unstable, and sometimes dangerous settings. Low-income families are often faced with limited choices and thus poor quality care. Public funding of early care and education (such as Head Start) reduces some of the gaps in preschool attendance, but does not reach all of the children who are eligible.

What role does King County government play?

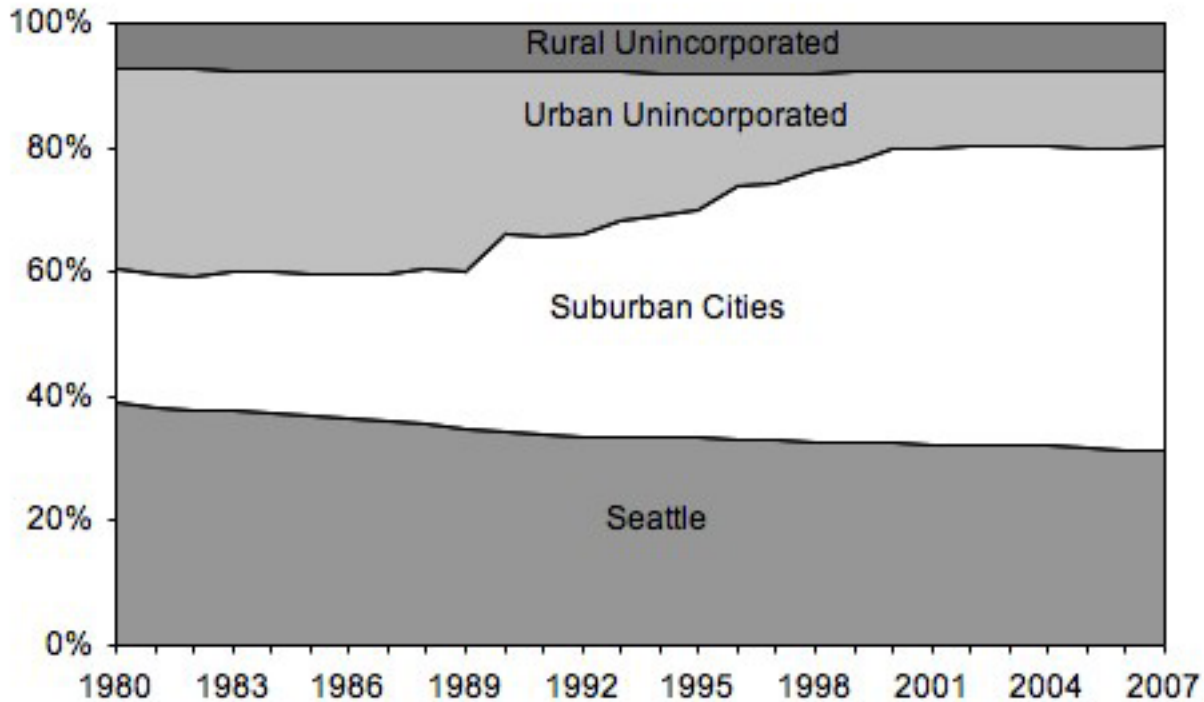
The Department of Community and Human Services manages an Early Intervention Program for children with developmental delays to provide services and supports in the home or community settings that help infants and toddlers prepare for school and interaction with family members and peers.



Governance

Indicator:

Population by type of jurisdiction.



How is King County doing?

In the last 20 years, the role of cities has increased relative to that of the county. Through incorporation of new cities and annexations to existing cities, a greater proportion of the county's population now lives in an incorporated area. This has, in turn, led King County to reassess and redirect its role in providing services in urban unincorporated areas.

What else influences these indicators?

Residents of urban unincorporated areas have a significant role in influencing this indicator. State laws require resident participation through the petition and/or election process. Areas wishing to annex into cities must receive the approval of the annexing city council. Additional factors influencing the degree of incorporation or annexation include economic conditions, concern over tax rate changes, political issues, and local interest.

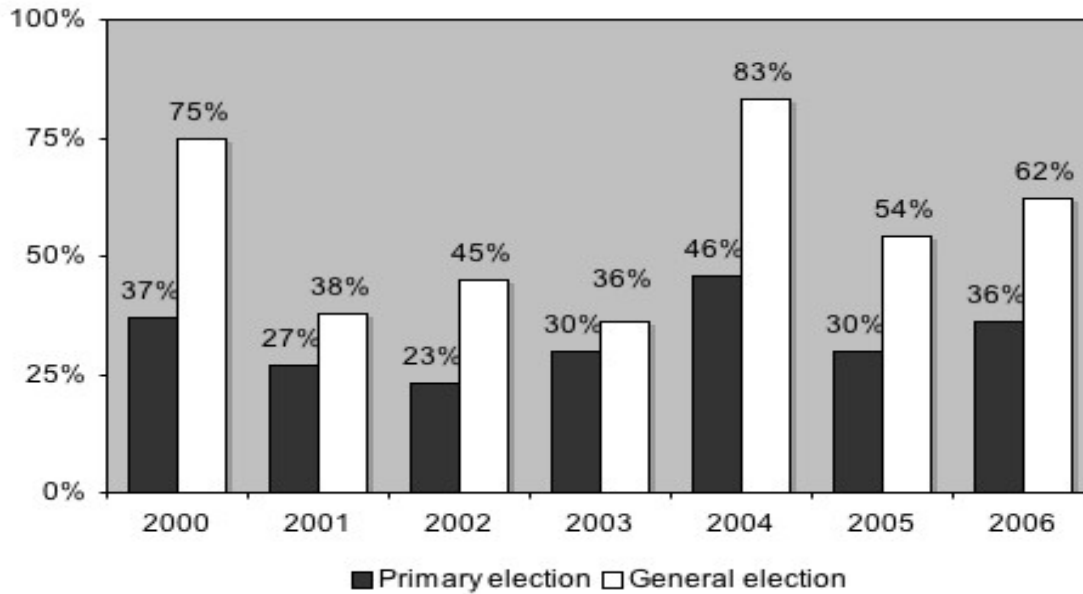
What role does King County government play?

King County's Annexation Initiative promotes annexation and incorporation of the remaining urban unincorporated areas of King County. The Annexation Initiative informs residents in urban unincorporated communities of their governance options. The county and the state also provide funding support to cities for their new service responsibilities when annexing large communities. Ideally, annexation of all urban areas would occur by 2012.

Countywide Indicators

Governance

Indicator:
Voter turnout.



How is King County doing?

Voter participation correlates strongly with the level of interest in particular races and issues at the federal, state and local levels. General elections always have higher participation compared with primaries while presidential elections (2000 and 2004) provide the highest turnout among voters. In 2004, races for president, governor, and state legislators motivated 83 percent of King County voters to participate in the November general election. Races for King County Executive and positions on the Metropolitan King County Council were on the 2005 ballot. In 2006, the legislature and half of Washington's congressional seats were subject to election.

What else influences these indicators?

The type of election (special, primary, general, or presidential year) and specific issues (such as an initiative or referendum) dramatically affect voter interest and participation. The ease of registration and voting, either at a poll or by mail-in ballot, also impact participation. At polling locations, accessible facilities, transportation options, and inclement weather can impact voter turnout.

What role does King County government play?

King County can influence voter turnout by conducting accessible elections and by educating the public about candidates and election day through voter registration efforts and educational campaigns. King County Elections also informs voters through the publication of its local primary voters' pamphlet, the Video Voters' Guide, and with comprehensive online information. In order to facilitate access to services and information, King County Elections provides materials in a number of formats including the accessible voting units for voters with disabilities available at 407 polling locations, as well as election material and ballots in Chinese for voters covered by Section 203 of the federal Voting Rights Act.

Health

Indicator:
Expected years of healthy life and total life expectancy.

How is King County doing?

Over the course of their lives, most people experience periods of both good health--usually for the majority of their lives--and poor health. Years of Healthy Life (YHL) is the number of years the average King County resident born today can expect to live in good health (assumes rates for current population). For instance, the average King County resident born between 2003 and 2005 could expect to live 80.7 years, 72.5 of which would be spent in good health and 8.2 of which would be spent in poor health. Over the last 10 years, YHL in King County has changed little, rising only from 71.5 years (1993-1995 average) to 72.5 years (2003-2005 average). Total life expectancy--which includes expected healthy and unhealthy years--has increased more, from 77.8 years to 80.7 years. Said another way, only one of the three years of life expectancy we have gained in the last decade can be expected to be spent in good health.

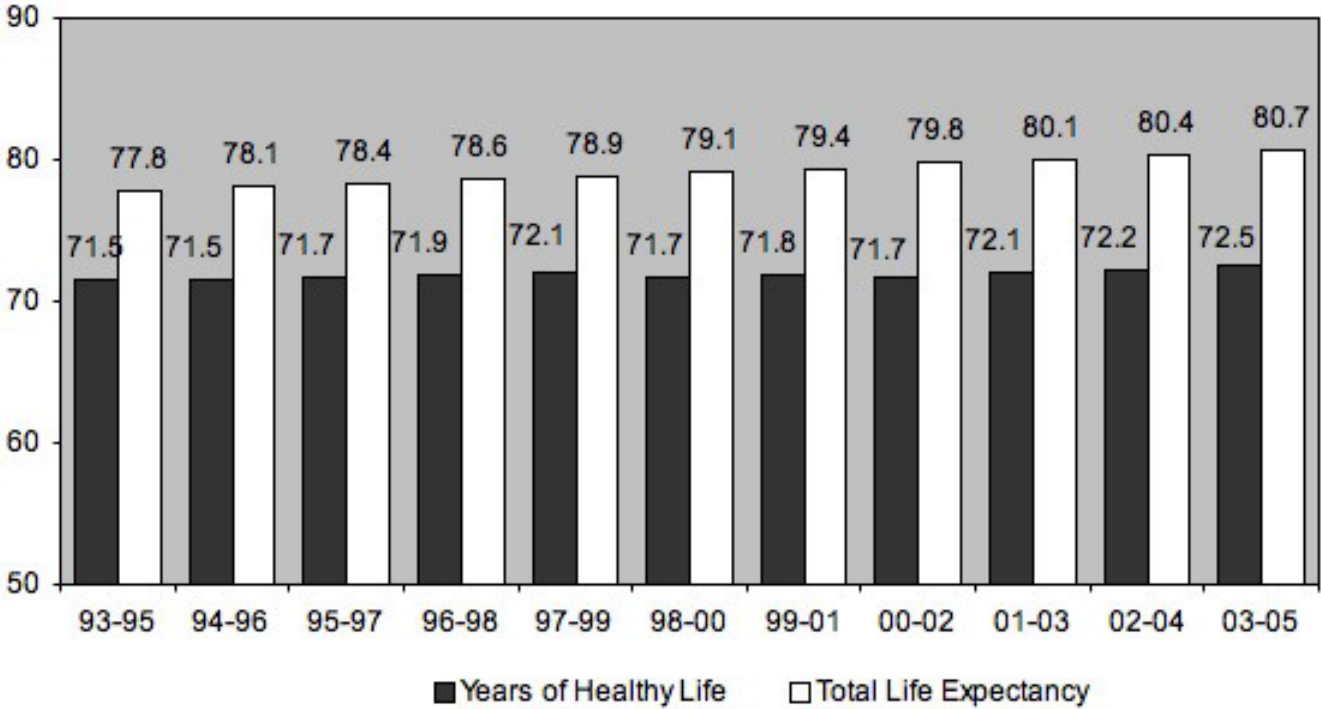
What else influences these indicators?

Disease and injuries result in shortened life span (death) and in diminished quality of life (disability). Diseases and injuries in turn are affected by health-related behaviors, access to medical and dental care, and more fundamentally, by genetics and the social and physical environments found in King County.

What role does King County government play?

Public Health - Seattle & King County strives to increase healthy years through health protection, health promotion and providing high quality medical care and other services for those in need. Major activities include policy advocacy, community partnerships, regulation, health education and clinical care.

Life expectancy and years of healthy life

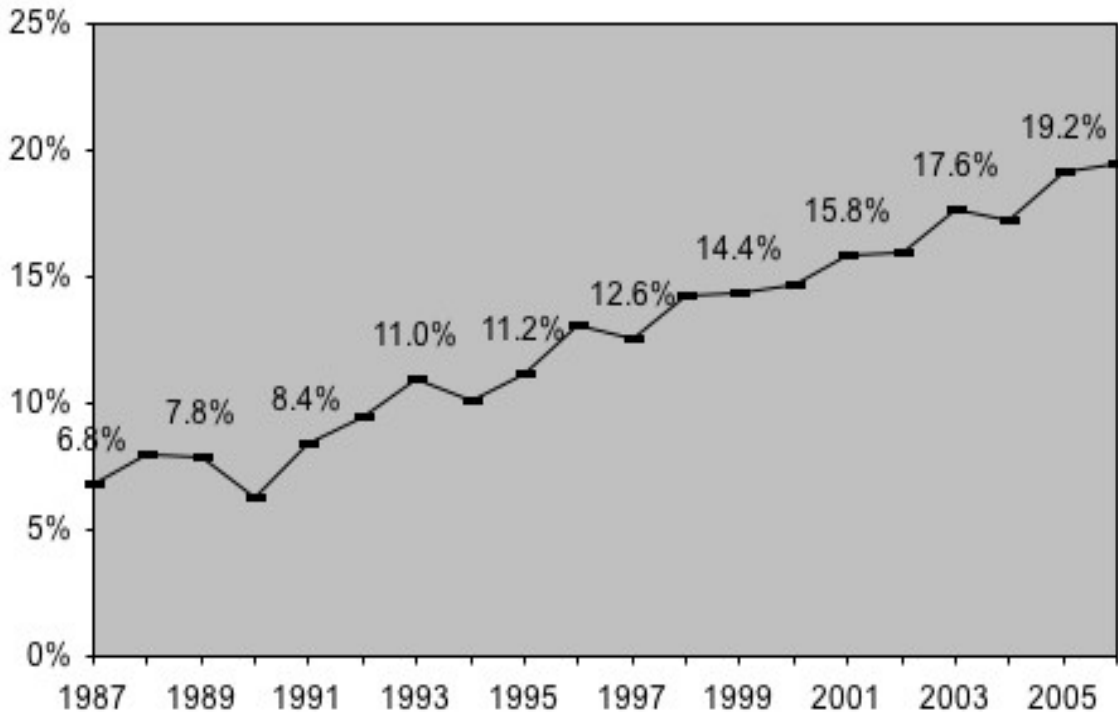


Countywide Indicators

Health

Indicator:

Prevalence of obesity.



How is King County doing?

The obesity rate in adults continues to climb. Almost one in five adults (19.5 percent) are obese and more than half are overweight. Nearly nine percent of school age children are overweight.

What else influences these indicators?

Access to healthy and affordable foods and knowledge of good nutritional practices influence healthy eating. Environments that support physical activity (such as safe sidewalks, walking trails, parks); access to opportunities for physical activity in schools, worksites and communities; and social support for active lifestyles all increase active living.

What role does King County government play?

To support healthy eating, the county promotes menu nutritional labeling, removal of trans fat from foods, farmers markets, and community-based nutrition education. It encourages physical activity by maintaining walking and bike trails, parks and recreational facilities; developing zoning and planning processes that lead to walkable and bikeable communities; and supporting walking groups.

Housing and homelessness

Indicator:

Proportion of income dedicated to housing costs.

How is King County doing?

In 2005, more than one-third of King County households spent more than 30 percent of their income on housing. When housing costs absorb such a high percentage of a household's income, it is likely that money will be diverted from other basic necessities such as food, clothing, and healthcare to pay the rent or mortgage. In 2007, a family of four with an income that is 30 percent of King County's area median income (\$23,350) can afford housing that costs \$583 per month. However, the average two-bedroom apartment in 2007 costs \$853 per month, and the average three-bedroom apartment costs \$1,207 - a gap of \$270 to \$624 more than what such a family can reasonably afford.

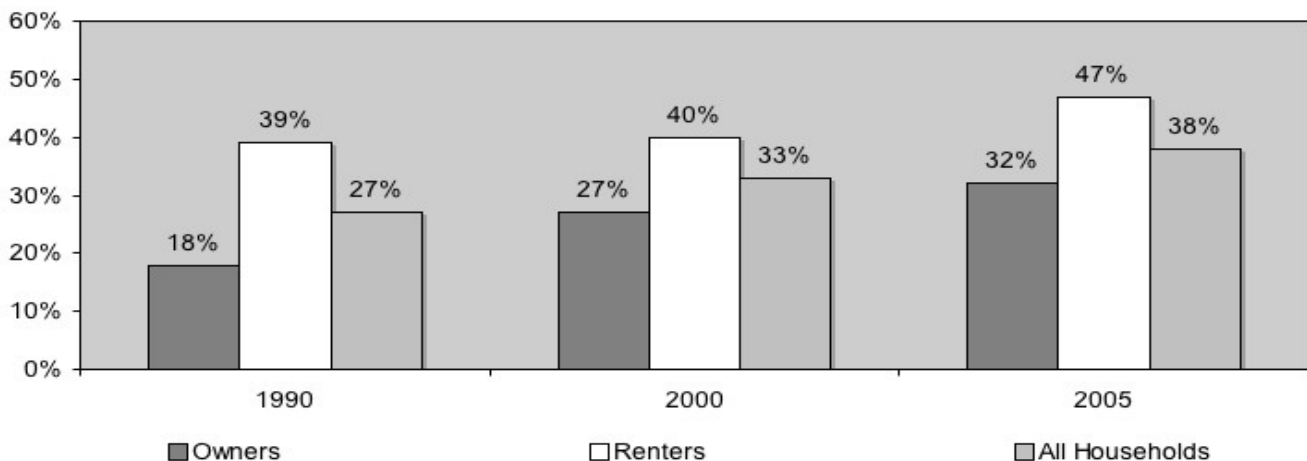
What else influences these indicators?

The combination of increasing incomes and low interest rates has placed a great deal of pressure on the housing market, driving up prices and increasing scarcity of housing, especially for low-income people.

What role does King County government play?

The Department of Community and Human Services (DCHS) coordinates the region's major funding systems for affordable housing outside the city of Seattle by providing capital investment, treatment and supportive services, and rental assistance. The county is also a key player in the Committee to End Homelessness (CEH) in King County. King County partners with many cities to allocate and administer federal affordable housing development funds. In addition, the county participates with all cities in the Regional Affordable Housing Program and the Growth Management Planning Council to address housing affordability. The Department of Development and Environmental Services prioritizes permits for affordable housing projects.

Proportion of income dedicated to housing costs



Countywide Indicators

Housing and homelessness

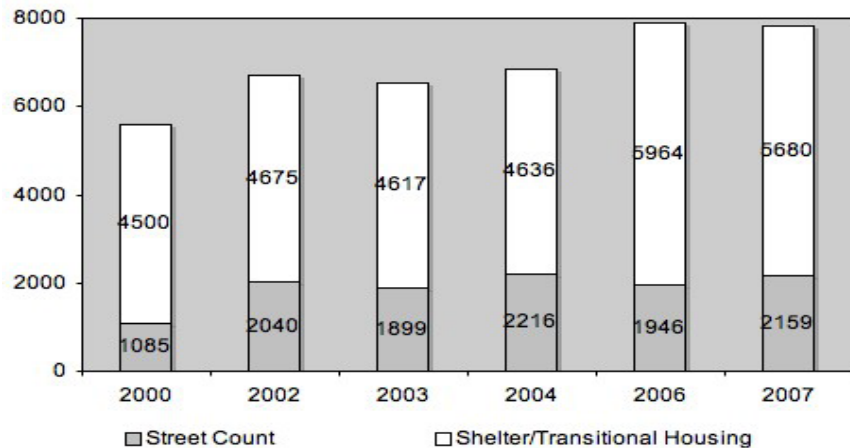
Indicator:

Number of homeless people.

How is King County doing?

The annual one night count provides a snapshot of the number of people on the street and in emergency shelters and transitional housing on a given night. Although the count does not reflect the exact number of people without homes, the most recent count estimated that about 8,000 people are

homeless. In 2005, the region came together to establish the CEH in King County and a Ten-Year Plan to End Homelessness. This extraordinary effort brings together all levels of government, business, faith, social services, philanthropy and homeless advocates working together as never before to create the housing and supportive services countywide that will end homelessness, not just continue to manage it. In its first year, the CEH reported new housing built, existing resources and services better integrated, and new fund sources created.



What else influences these indicators?

The shortage of affordable housing, poor access to health care, untreated mental illness or substance abuse, and the availability of livable wage jobs all affect homelessness. Domestic violence experience, child abuse and neglect, loss of employment or other emergencies increase vulnerability. Without a ready supply of affordable housing and supportive services, even people whose only vulnerability is poverty may experience crises that can lead to a period of homelessness.

What role does King County government play?

DCHS is a key player in the coordination of the CEH and supports the committee's work to:

- Build or acquire 9,500 units of housing for formerly homeless households integrated with treatment and supportive services
- Streamline services providing health care, mental health and substance abuse services and job training
- Strengthen discharge planning to include housing and treatment considerations
- Address the disproportionate impact of homelessness on people of color.

Through agency contracts, DCHS provides a variety of homeless prevention and intervention services. Other programs provide emergency shelter beds and transitional housing, and assist individuals in moving on to permanent housing. DCHS works with its mental health providers to help people transition from residential treatment facilities to community housing with supportive services.

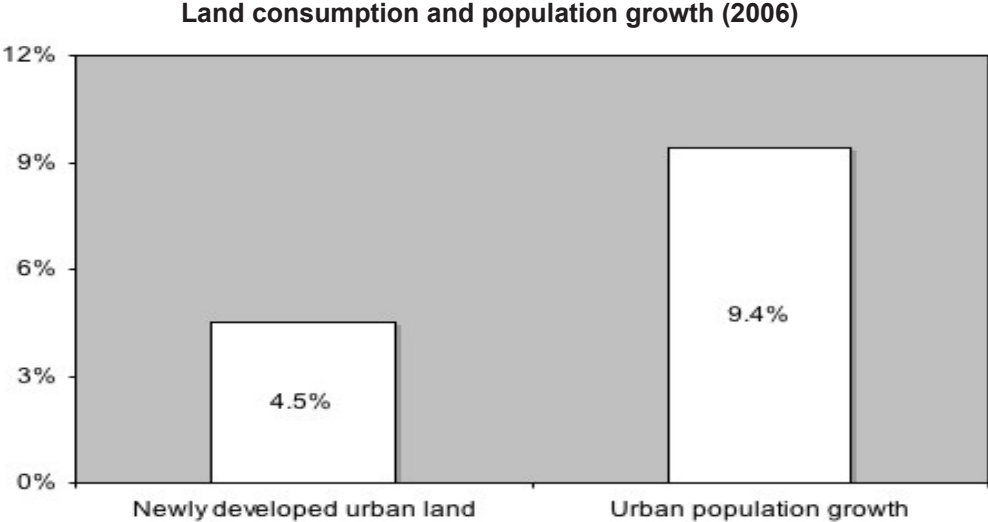
Land use & transportation

Indicator:
Land consumption and population growth.

How is King County doing?
Consistent with Washington State’s Growth Management Act (GMA), the King County Countywide Planning Policies call for development to occur within the Urban Growth Area (UGA) to promote efficient use of land. Between 1996 and 2004, King County’s urban land was consumed at only half the rate of population growth. While this trend meets the policy goal of using urban land more efficiently, even greater efficiencies will be needed in the future, as the available supply of vacant land in King County continues to diminish.

What else influences these indicators?
The growing population and economy has increased development pressure throughout the county. King County’s 2007 Buildable Lands Report found that there continues to be sufficient land supply to accommodate growth through 2022.

What role does King County government play?
The King County Comprehensive Plan is the guiding policy document for all land use and development regulations in unincorporated King County, and for regional services throughout the county including transit, sewers, parks, trails and open space. DDES is responsible for developing regulations to meet Comprehensive Plan and GMA requirements and reviewing and permitting all development in unincorporated King County. DDES is also working to ensure the efficient use of land by imposing a minimum density through the subdivision process for new construction in urban residential zones.

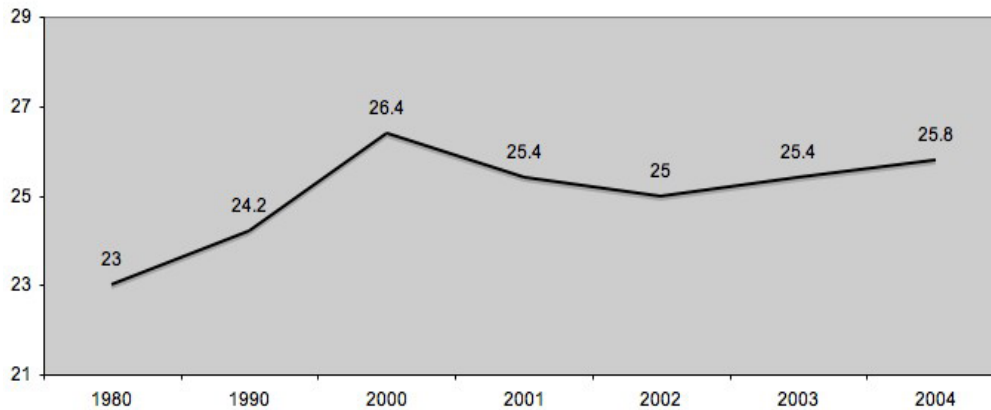


Countywide Indicators

Land use & transportation

Indicator:

Average commute times for King County residents (minutes).



How is King County doing?

The average time it takes for residents to commute to work is on the rise again in King County, after a brief decline due to slowdowns in the regional economy earlier this decade. At 25.8 minutes, King County's commute time is only slightly higher than the national county average of 24.4 minutes. Almost 70 percent of King County residents drive alone to work. In 2002, about 50 percent of non-work trips in King County were in single-occupancy vehicles.

What else influences these indicators?

Land use and development patterns, including the proximity of jobs, shopping, and services to housing affect transit agencies' ability to provide efficient service. Densely developed areas are easier to serve with transit and provide greater opportunities for residents to pursue other options, such as biking and walking. The real or perceived safety of alternative travel modes and the safety of the travel environment (such as, presence of sidewalks and streetlights) influences the choices commuters make.

In addition, the cost of travel, including gas prices, transit fares, tolls, and vehicle ownership and maintenance costs, is a factor that impacts travel mode choices. Preliminary research indicates charging tolls on freeways could reduce vehicle miles traveled by 10-20 percent.

What role does King County government play?

The county's Road Services Division plans, designs, builds, operates, and maintains the roads, bridges, pathways, traffic control systems, and other road-related infrastructure in unincorporated King County. The county is also maximizing the efficient use of existing roadways by employing Intelligent Transportation Systems technology (transit signal priority systems, emergency and incident response management, etc.). Every day over 300,000 riders use the King County Metro bus system, one of the ten largest in the nation. In addition, King County operates the nation's largest publicly owned vanpool and park-and-ride systems. Metro also provides Access service for riders unable to ride regular transit.

Natural resources

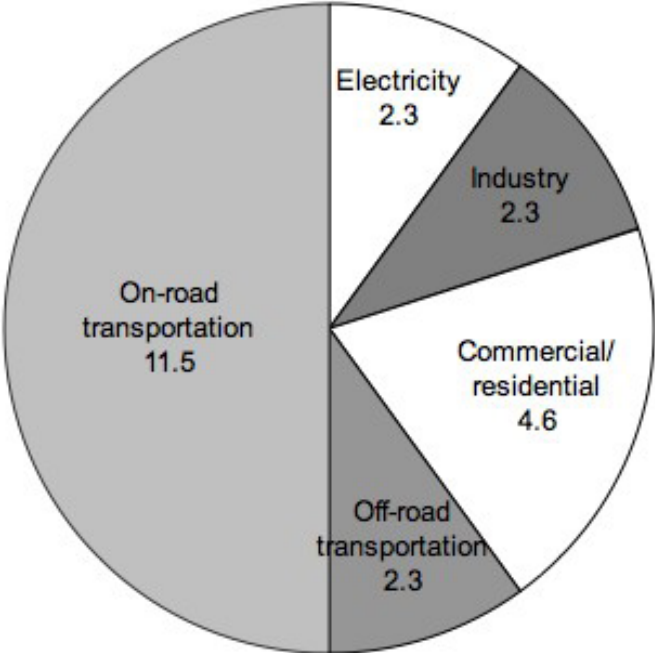
Indicator:
King County community greenhouse gas emissions.

How is King County doing?
Greenhouse gas (GHG) emissions contribute to global warming, which will have numerous and unpredictable environmental, social and economic impacts. For example, within King County, a 50 percent loss of snow pack is expected within 50 years. This reduction of snow will adversely affect forests, farms, fish, hydropower, and drinking water availability. A rise in sea level will erode coastlines and affect infrastructure along our coasts. The King County region emits approximately 23 million metric tons of carbon dioxide equivalents annually.

What else influences these indicators?
Increases in GHG emissions can be primarily attributed to the use of fossil fuels for transportation and building energy. In King County, the number of vehicle miles traveled and amount of energy used in homes and businesses have been steadily rising.

What role does King County government play?
The King County Executive's 2007 Climate Plan seeks to address both regional and King County government GHG emissions. Priority actions for county operations include these areas: (1) electrification of and use of biodiesel in transit and fleet vehicles; (2) increases in transit ridership; (3) process and use landfill gas from the Cedar Hills landfill; (4) biogas capture and re-use at wastewater treatment facilities; and (5) conservation and increased efficiency throughout all county operations. Concentrated development and expansion of the Regional Trail Network also make it easier for people to travel by bike or foot and help reduce emissions.

Greenhouse gas emissions (million metric tons)



Countywide Indicators

Natural resources

Indicator:

Pounds of solid waste per week.

How is King County doing?

Our ability to reuse or recycle the wastes we generate reduces demand for new resources. Decreasing waste generation – through conservation or recycling – also reduces the waste we send to landfills. Single-family households in King County recycle 53 percent of their solid waste, and solid waste disposal has dropped off significantly since 2003.

What else influences these indicators?

Economic growth and population are two primary influences on the waste stream. As the county's population and economy grow, so does the amount of goods consumed and disposed of. Green building techniques, such as waste management plans and the use of low-impact and reclaimed materials have also had a positive influence on the waste stream.

What role does King County government play?

The Solid Waste Division (SWD) provides garbage transfer, disposal and recycling services for residents and businesses in all of King County, except for Seattle and Milton. SWD also provides household hazardous waste disposal options and recycling education programs for its residents.

One of SWD's highest priorities is to reduce the overall amount of material that is disposed through the implementation of innovative waste reduction and recycling services - at county facilities and in the communities. SWD's overall goal is to conserve natural and reusable resources through readily available services and a continued emphasis on public awareness.

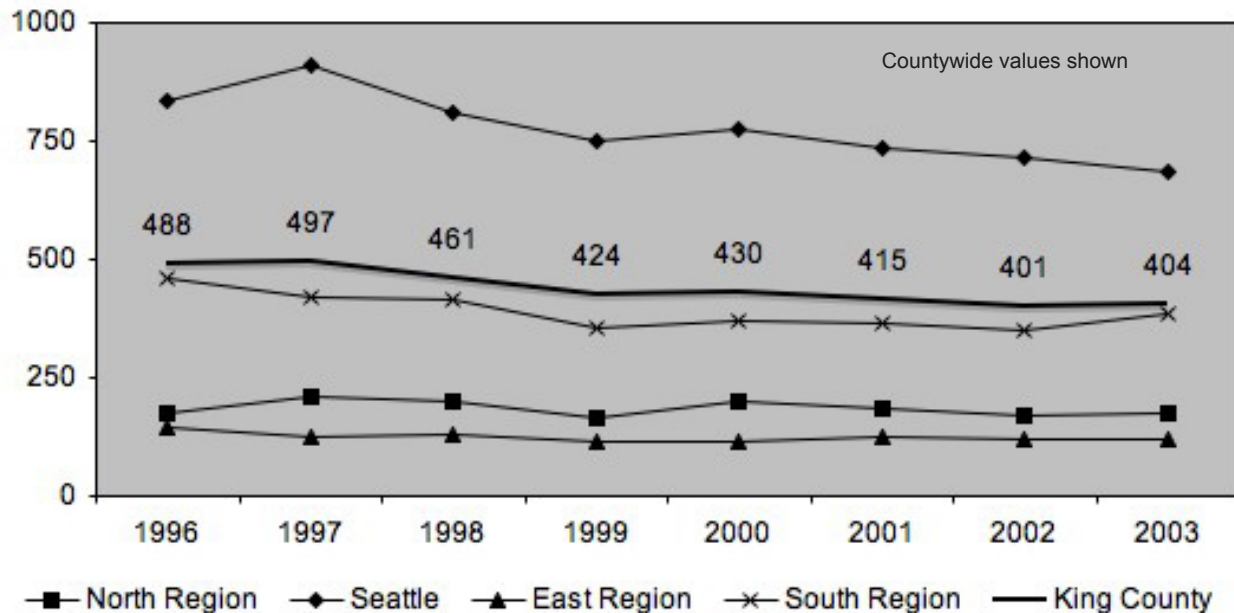
In addition, King County was instrumental in creating the BuiltGreen program with the Master Builders Association and Snohomish County. King County offers a variety of incentives for developers to pursue BuiltGreen™ or LEED™ certification, such as GreenTools, technical assistance, and discounts on permit processing.



Safety and infrastructure

Indicator:

Violent crime rates (per 100,000 population).



How is King County doing?

Crime takes a toll on the health of our communities through loss of life, fear for physical safety, property damage, disintegration of community cohesion, diversion of public resources from social services, and incarceration. With the exception of motor vehicle theft, the rate of property crimes and major violent crimes has decreased since 1985 in King County. Aggravated assault is consistently the predominant major violent crime, although it has declined dramatically in the last decade (data not shown).

What else influences these indicators?

Crime rates are affected by variable and persistent economic and social conditions and inequalities. In addition, poor economic conditions or few employment opportunities often lead to an increase in both property and violent crimes. Community norms that inhibit or encourage violence and crime also have an impact on crime rates.

What role does King County government play?

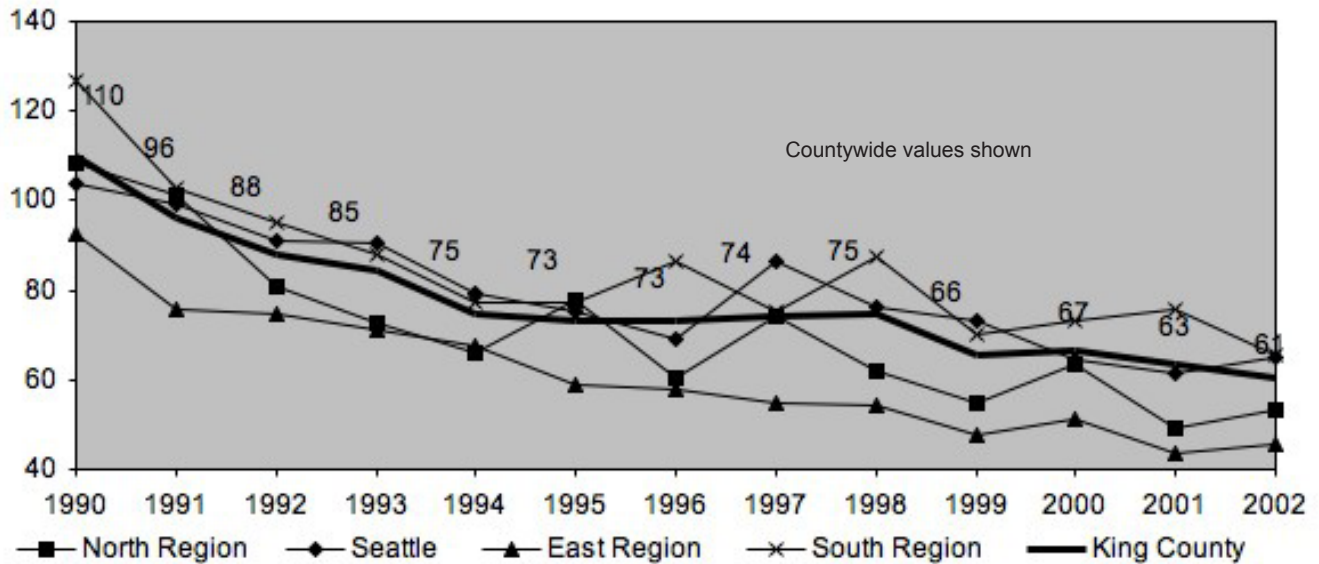
King County plays a major role in preventing criminal activity, responding to crime, and administering the criminal justice system. The county's key criminal justice organizations include the Sheriff's Office, District and Superior Courts, Prosecuting Attorney's Office, Office of the Public Defender, and Department of Judicial Administration. Among the executive branch departments, the Department of Adult and Juvenile Detention, the Department of Community and Human Services, and Public Health – Seattle & King County provide program supports aimed at reducing recidivism and justice system costs and assisting inmates to make a safe and successful return to the community.

Countywide Indicators

Safety and infrastructure

Indicator:

Motor vehicle hospitalizations



How is King County doing?

Hospitalizations for motor vehicle injuries have decreased 45 percent in King County since 1990. On average in King County, one out of every eight vehicle-related hospitalizations results in a death. Vehicle death and hospitalization rates are highest among males, age 15-24 and over 75. Traffic crashes do not just kill drivers and passengers; they also kill motorcyclists, bicyclists, and pedestrians. On average, two bicyclists are killed and 200 are severely injured each year in King County. An average of 26 pedestrians are killed each year in vehicle-related accidents.

What else influences these indicators?

For motor-vehicle related injuries and deaths, the major risk factors are drunk driving, unbelted drivers and/or passengers, and improper usage of child restraint systems. Wearing a helmet and following Washington state bicycling laws can reduce the risk of a cycling accident. Pedestrian fatalities are most likely to happen during rush hours or after dark, and almost half involve unsafe road-crossing practices.

What role does King County government play?

King County Department of Transportation has several programs aimed at improving road safety. These include response to citizen-reported safety issues, addressing conditions at identified high-accident locations, installation of guardrail systems, and traffic and safety patrol activities in collaboration with the King County Sheriff's Office. The department also partners with local residents on neighborhood safety activities and improvements.

Executive Branch Departments and Offices

Adult and Juvenile Detention
Community and Human Services
Development and Environmental Resources
Executive Services
Natural Resources and Parks
Public Health - Seattle and King County
Transportation
Business Relations and Economic Development
Information Resource Management

Department of Adult and Juvenile Detention

Vision

The Department of Adult and Juvenile Detention is a professional and nationally recognized organization that supports safe, vibrant, and healthy communities in partnership with other criminal justice and human service agencies.

Mission

The Department of Adult and Juvenile Detention contributes to the public safety of the citizens of King County and Washington State by operating safe, secure, and humane detention facilities and community corrections programs, in an innovative and cost-effective manner.

Goals

- Goal 1: Provide adult and juvenile detention facilities that are safe, secure, humane, orderly and cost effective.
 - Goal 2: Support and be responsive to the public and other criminal justice and human service agencies' interests and objectives.
 - Goal 3: Provide a catalyst for change in the lives of offenders by providing cost-effective programs and community corrections alternatives to secure detention in the least restrictive setting without compromising public safety.
 - Goal 4: Promote the development of a professional, accountable and respectful work environment.
-

Related County Goals

- Goal 1: Promote the health, safety and well-being of our communities.
- Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Department of Adult and Juvenile Detention

Department overview:

The Department of Adult and Juvenile Detention (DAJD) is one component in the complex, inter-related structure of the King County criminal justice system. Unlike any other operation in the county, its functions span housing the most dangerous criminals to supervising low-risk adult offenders in treatment-based alternatives to providing secure and alternative detention services for juvenile offenders. DAJD actively contributes to criminal justice and service planning efforts to improve community safety and routinely examines internal operations for potential inefficiencies.

In 2002, DAJD's adult detention divisions ranked as the 30th largest jail in the nation. By 2006, DAJD is only the 41st largest jail in the nation, while the county is the 14th largest metropolitan area by population. This change is due both to a reduction in the incarcerated population held by DAJD and an increase in many other jurisdictions' populations. DAJD's five divisions include adult detention facilities in downtown Seattle and in the City of Kent. The Juvenile Division, which is located at the Youth Services Center in Seattle, was created in 2000 as a result of merging the former Department of Youth Services' detention function into Adult Detention. The Community Corrections Division, which was organized as a key subordinate unit in 2003, is currently housed in the King County Courthouse Work Release area, the Prefontaine Building, and the Yesler Building in downtown Seattle. The Administrative Services Division and other central administrative functions are located in the King County Courthouse.

DAJD partners with other criminal justice agencies to maintain and promote public safety. The department defines the role of public safety as encompassing the needs of law enforcement, the courts, and the public, as well as the welfare of those in its custody and the development of a professional work force.

DAJD is governed by a myriad of federal, state statutes and local ordinances and policies. These various mandates provide a framework for guiding principles and policy direction. As new mandates develop and existing mandates are revised, the department must be flexible to meet the on-going challenges of the criminal justice community in accordance with the DAJD vision, mission and goals.



Regional Justice Center

Department of Adult and Juvenile Detention

Juvenile detention

Department goal:

Provide adult and juvenile detention facilities that are safe, secure, humane, orderly and cost effective.

Effectiveness measure:

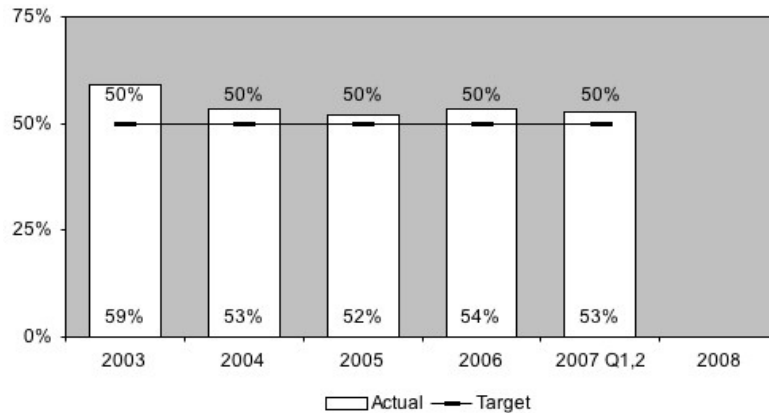
Percent of juvenile inmates in secure detention.

Why is this measure important?

Juvenile average daily population (ADP) in secure housing is the total number of youth secure detention days served divided by the number of days in the year.

Since DAJD does not control either the number of

admissions or length of stay, ADP is simply a workload measure. The department tracks ADP to ensure that it can manage and safely house the juvenile population on a daily basis. In addition, DAJD retains a commitment to house youth in the least restrictive housing allowed by the court. Tracking changes over time allows DAJD and the Juvenile Division of the Superior Court to assess the impact of strategies aimed at moving youthful offenders into less restrictive housing alternatives.



How is the county doing?

While the total number of youth in the care of DAJD has increased since 2003, the number in secure detention continues to decline. DAJD is seeing an increase in the number of youthful offenders who are being managed with alternatives to secure detention.



What else influences this measure?

ADP is affected by admissions and length of stay. Admissions can be driven by changes in law, such as the creation of new crimes or a change in the seriousness of existing crimes. Policing practices and policies also have an impact on admissions. Length of stay is primarily a decision made by the court, but other factors such as legislatively mandated sentencing also affect the average length of stay.

Strategies moving forward:

DAJD continues to monitor the juvenile population and works closely with the Juvenile Division of the Superior Court to assess the impact of both internal programs and external mandates on the juvenile population. Currently, we are working to make changes to House Bill 1001, which imposes significantly more stringent auto theft sentencing guidelines for juveniles.

Department of Adult and Juvenile Detention

Inmate suicides

Department goal:

Provide adult and juvenile detention facilities that are safe, secure, humane, orderly and cost effective.

Effectiveness measure:

Total number of adult inmate suicides per 10,000 adult inmate days.

Why is this measure important?

DAJD's core mission includes the safe, secure, humane and cost effective housing of persons committed to the department's programs and facilities. Inmate suicide prevention is an integral piece of both inmate safety and humane treatment. The number of suicides in custody is based on the number of persons who die because of self-inflicted injuries while incarcerated regardless of their custody status at death.

How is the county doing?

In a ranking of size (based on average daily population), King County was 30th out of the largest 50 jails in the United States in 2002. The average suicide rate for these jails in 2002 was 2.2 suicides per 10,000 inmate days; King County ranked 48th with 0.01 suicides per 10,000 inmate days. DAJD strives to preserve this historically low suicide rate, with a goal of zero suicides for persons in custody.

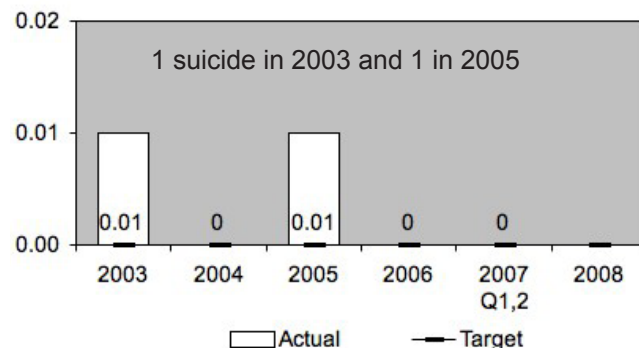
What else influences this measure?

DAJD's suicide prevention efforts involve the identification of high-risk inmates and proper housing, treatment and control of inmates identified as high-risk. The at-risk population includes persons with identified chronic mental illness, as well as persons whose situation (arrest and/or detention) has caused a temporary increase in their risk level. While the latter population will always exist, the availability and effectiveness of mental health treatment services in the community can reduce the chronically mentally ill inmate population.

Strategies moving forward:

In cooperation with the Jail Health Services Division of Public Health – Seattle King County, DAJD is working to maintain its historically low rate of suicides. In addition, the department is working with the Department of Community and Human Services on several programs focused on reentry services. These services focus on connecting or reconnecting inmates to community services after their release from custody.

Total number of adult inmate suicides per 10,000 adult inmate days



Department of Adult and Juvenile Detention

Community corrections

Department goal:

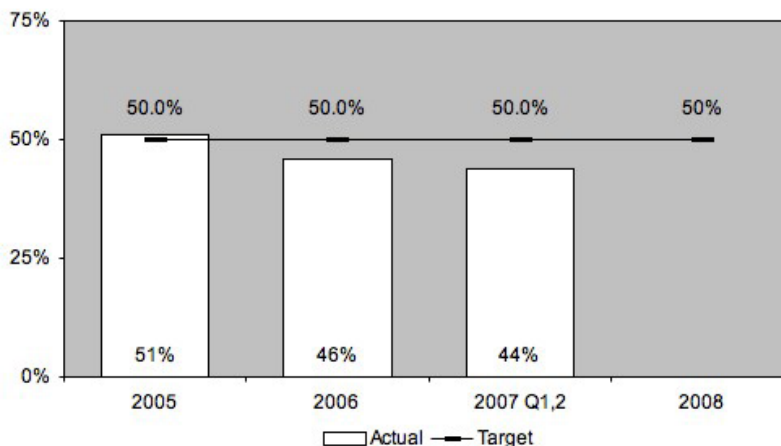
Provide a catalyst for change in the lives of offenders by providing cost-effective programs and community corrections alternatives to secure detention in the least restrictive setting without compromising public safety.

Effectiveness measure:

Percent of inmates on alternative programs who complete the program.

Why is this measure important?

DAJD's secure detention divisions have a number of programs that focus on changing inmate behaviors. The Community Corrections Division, however, maintains behavioral change as its principal mission. The Community Center for Alternative Programs (CCAP), similar to a day reporting program, offers treatment, education and life skills programs designed to reduce future criminal activity by participants.



How is the county doing?

Since the inception of CCAP, on average, 47 percent of participants complete the program successfully, although that rate has been worsening. It appears that the declining completion rates are due to a participant base that is more difficult to manage and treat. While DAJD would like to see all participants successfully complete the program, the department has acknowledged that a 50 percent successful completion rate is a more likely short term goal.



What else influences this measure?

The attitudes and desires of CCAP participants, who are ordered to participate in the program by the courts, are the principal determinant of successful program completion. DAJD staff prepares information to assist the judge in making a placement decision, but does not make recommendations or determine eligibility. Some services for participants are provided through the Department of Community and Human Services (DCHS) who contracts with community providers. Coordination between the courts, the prosecutor, the defense, DCHS and DAJD is necessary to ensure that the program is working as effectively and efficiently as possible.

Strategies moving forward:

As a relatively new program, CCAP continues to make program adjustments based on participant needs and available resources. Additional evaluation work is in progress to evaluate re-arrest outcomes for participants that have completed the program.

Inmate ambulance transports

Department goal:

Provide adult and juvenile detention facilities that are safe, secure, humane, orderly and cost effective.

Efficiency measure:

Total cost of inmate ambulance transports.

Why is this measure important?

Total cost of inmate ambulance transports is driven both by average cost per transport and total number of transports. DAJD strives to restrict ambulance transports to medically necessary circumstances.



How is the county doing?

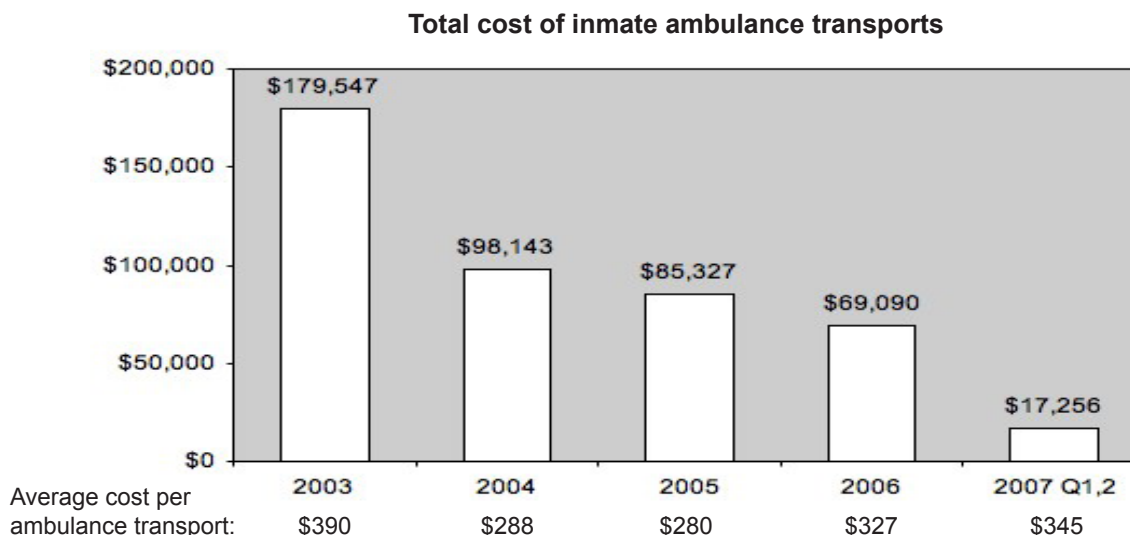
Between 2003 and 2005, DAJD negotiated better ambulance transportation rates than had previously been available. Since 2005, ambulance transport rates have increased. At the same time, Jail Health Services' operating standards have significantly reduced the number of ambulance trips required by inmates. The sharp decrease in the total cost is driven mostly by the reduced number of transports and occurred despite increases in the cost per transport.

What else influences this measure?

Due to the Jail Health Services infirmary remodel starting in late 2007, the number of transports will increase temporarily due to reduced equipment availability in the King County Correctional Facility. Negotiated costs are influenced by the rapid growth in the cost of medical services.

Strategies moving forward:

The main strategy controlling the cost of ambulance transports is through negotiated rates, although other opportunities to create efficiencies or reduce costs will be investigated as well.



Department of Community and Human Services

Vision

The Department of Community and Human Services supports and maintains vital communities, families and individuals.

Mission

The Department of Community and Human Services seeks to enhance the quality of life, protect rights, and promote the self-sufficiency of our region's diverse individuals, families, and communities.

Goals

- Goal 1: Provide effective prevention and intervention strategies for those most at-risk and most in need to prevent or reduce more acute illness, high-risk behaviors, incarceration and other emergency medical or crisis responses.
- Goal 2: Provide job readiness, education and employment services to help vulnerable youth and adults increase independence and self-sufficiency and lead more meaningful and productive lives.
- Goal 3: Develop and implement stronger prevention measures to avoid or prevent homelessness, and create or preserve supportive housing for those who are homeless or at risk of homelessness to achieve the goal of ending homelessness.
- Goal 4: Continue to develop and provide services that reduce the growth of emergency medical and criminal justice system involvement and costs.
- Goal 5: Assure quality public defense services.
-

Related County Goals

- Goal 1: Promote the health, safety, and well-being of our communities.

Department of Community and Human Services

Department overview:

The Department of Community and Human Services (DCHS) manages a range of programs and services to assist the county's most vulnerable and troubled residents and strengthen its communities. These programs and services include aging, developmental disabilities, housing and community development, mental health, public defense, substance abuse prevention and treatment, unincorporated area liaisons, veterans' services, women's program services, work training programs, and youth and family services. DCHS is also responsible for providing leadership and coordination to the Committee to End Homelessness in King County and its Ten-Year Plan to End Homelessness, as well as oversight and management of the revenues from the Veterans and Human Services Levy and implementation of its Service Improvement Plan.

DCHS provides these programs and services mainly through contracts with community-based agencies. Of the total annual revenues, approximately 80 percent is contracted to community agencies, about 12 percent funds direct services provided by DCHS staff, and the remaining approximately 8 percent funds administration. As a primarily regional services department, DCHS plays an increasingly stronger role in the coordination and leadership of the region's human services infrastructure. The department leverages county dollars with other funds, historically leveraging significant amounts of state and federal dollars. In 2007, the projected leveraging is \$3.73 of state, federal and other funds for each county dollar invested.

Coordination of resources and services is accomplished through the efforts of a small central staff in the director's office and staff in four separate divisions: the Community Services Division (CSD); the Developmental Disabilities Division (DDD); the Mental Health, Chemical Abuse and Dependency Services Division (MHCADSD); and the Office of the Public Defender (OPD).



Adult interventions

Department goal:

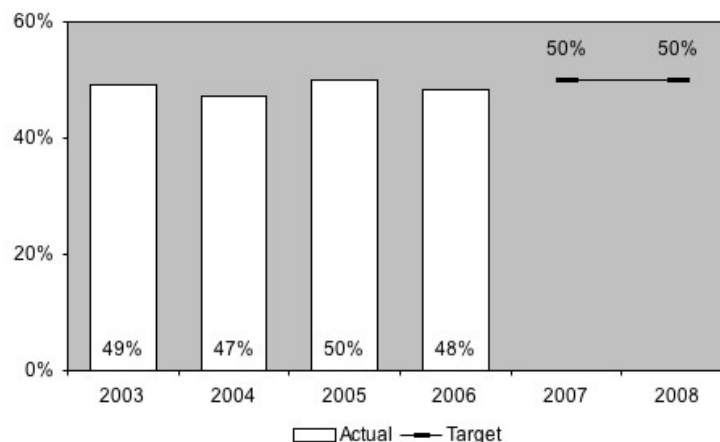
Provide effective prevention and intervention strategies for those most at-risk and most in need to prevent or reduce more acute illness, high-risk behaviors, incarceration and other emergency medical or crisis responses.

Effectiveness measure:

Percent of inmates with a mental illness receiving DCHS services who have fewer subsequent incarcerations.

Why is this measure important?

Many individuals in King County jails are affected by mental illness or substance abuse. DCHS provides mental health and substance abuse services to current and former inmates. The percent of adults with a mental illness who have fewer incarcerations the year after receiving services reflects the effectiveness of DCHS programs in improving and stabilizing people's lives in the community. The success of DCHS programs also contributes to reducing King County's criminal justice and emergency medical costs.



How is the county doing?

Approximately half of the 1,600 recently incarcerated adults that received mental health services in the last several years had fewer incarcerations the year following treatment.

What else influences this measure?

The number of clients that the department can serve depends on the availability of treatment funding. Reductions in state funding over a period of several years, particularly funding for those not eligible for Medicaid, has negatively impacted the department's ability to serve low-income people in need. In addition, the lack of affordable housing and housing with supportive services impacts the client's stability and their success in the community.

Strategies moving forward:

DCHS is working with the Department of Adult and Juvenile Detention (DAJD) and other partners to help individuals with untreated mental illness and chemical dependency receive the needed services and supports to achieve and maintain stable lives in the community. DCHS is collaborating with DAJD Community Corrections on a new case management program to assist people leaving jail to connect to community services and other supports.



Juvenile interventions

Department goal:

Provide effective prevention and intervention strategies for those most at-risk and most in need to prevent or reduce more acute illness, high-risk behaviors, incarceration and other emergency medical or crisis responses.



Effectiveness measure:

Percent of youth who have fewer court filings after a DCHS intervention.

Why is this measure important?

DCHS is dedicated to reducing the impacts of youth involvement with the criminal justice system. The department offers several programs intended to reduce re-offenses. Success in reducing misdemeanor and felony offenses diverts youth from more severe adult criminal behaviors.

How is the county doing?

In 2006, 76 percent of King County clients who received an intervention experienced a reduction in misdemeanor and felony juvenile court referrals after that intervention. Statewide, felony-only intervention programs have shown reductions in court referrals by over 81 percent.

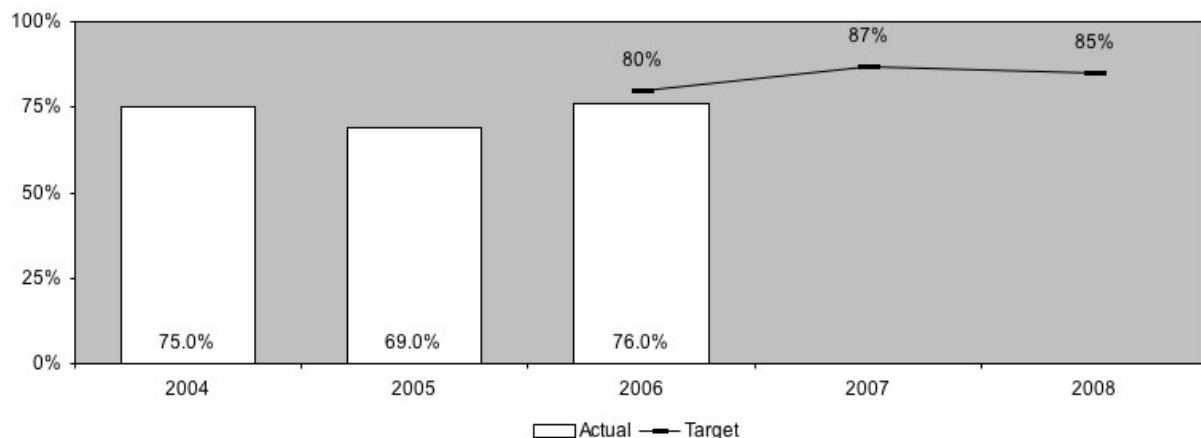
What else influences this measure?

The number of clients served depends on program funding levels. In addition to intervention by DCHS, a variety of factors affect an individual's likely continued and future involvement with the criminal justice system. Youth often lack basic job skills, education and access to transportation, and therefore encounter barriers to employment. Lacking needed stability, homeless youth are also less likely to be successful.

Strategies moving forward:

DCHS will continue to work in partnerships with community-based organizations and juvenile justice system agencies to effectively support at-risk youth. The department explores and promotes evidence-based best practices, including the Elements of Successful Programs model.

Percent of youth with fewer court filings after an intervention



Department of Community and Human Services

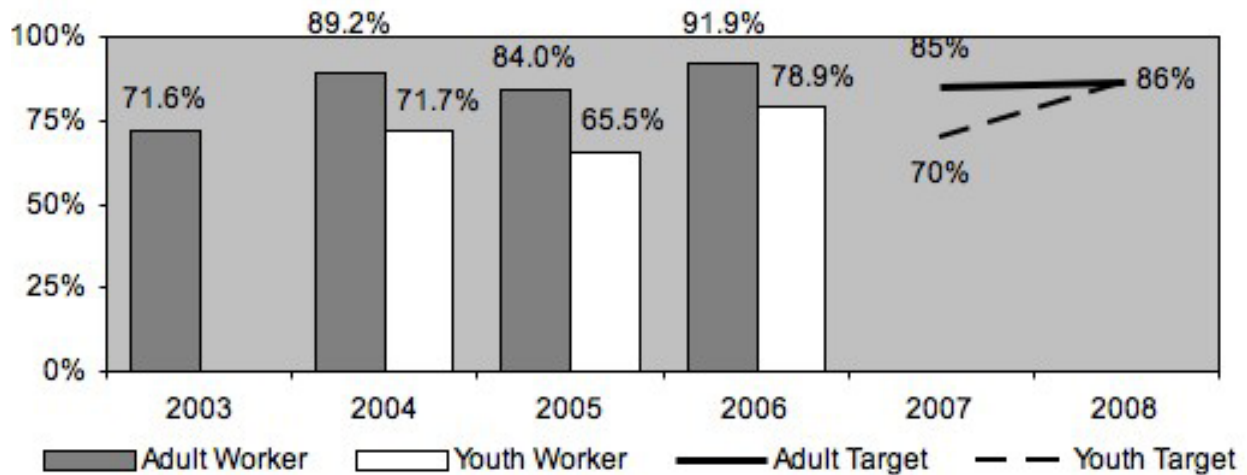
Employment retention

Department goal:

Provide job readiness, education and employment services to help vulnerable youth and adults increase independence and self-sufficiency and lead more meaningful and productive lives.

Effectiveness measure:

Percent of DCHS employment program participants who retain a job for 90 days or more.



Why is this measure important?

Research shows that job loss is most likely to occur within 90 days of hire. DCHS offers programs aimed at increasing employability for disadvantaged low wage earners, at-risk youth, ex-offenders, and those who have lost employment due to corporate downsizing or other regional economic factors (dislocated workers).

How is the county doing?

In 2006, adult participants in DCHS' employment programs achieved a job retention rate of over 91 percent, exceeding the 85 percent state contract goal.

What else influences this measure?

Employment placement services are highly dependent on Federal Work Force Investment Act funding levels, which have been reduced considerably in recent years due to a fairly high employment rate statewide that has resulted in local funding cuts. The lack of livable wage jobs, affordable housing, and transportation limits an individual's success in achieving and retaining a job.

Strategies moving forward:

DCHS works to identify proven strategies to enhance job retention rates. In addition, the department will develop strategies with its community contractors to address a new emphasis on providing employment placement services for ex-offenders.

Housing stability

Department goal:

Develop and implement stronger prevention measures to avoid or prevent homelessness, and create or preserve supportive housing for those who are homeless or at risk of homelessness to achieve the goal of ending homelessness.



Effectiveness measure:

Percent of DCHS clients who are able to successfully transfer into more stable housing.

Why is this measure important?

Increasing housing stability is critical to ending homelessness. In addition, stable housing acts as a foundation for households to achieve stability in other areas of their lives.

How is the county doing?

Targets for 2006 were exceeded as 71 percent of clients successfully moved from emergency or transitional housing to more stable housing, well above the federal Housing and Urban Development target of 61 percent.

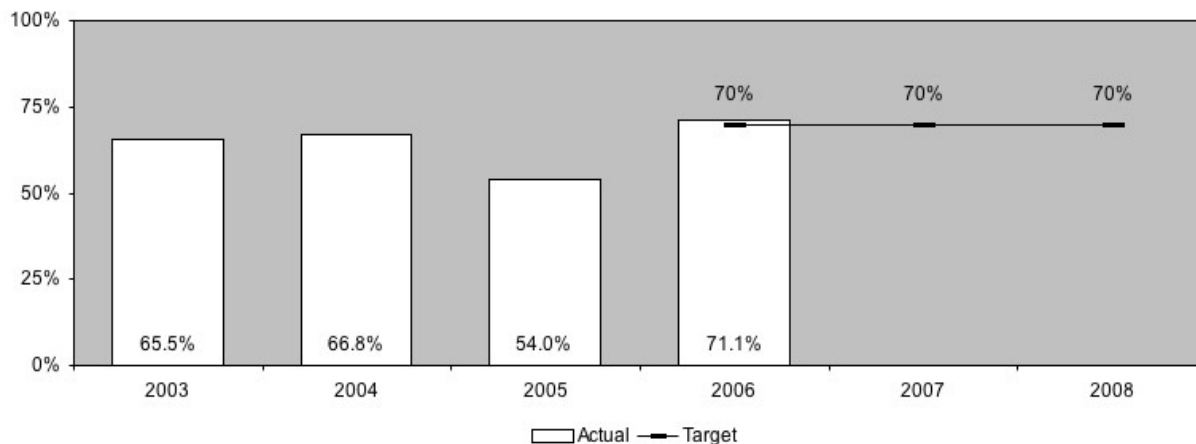
What else influences this measure?

The number of clients served depends on program funding levels. The lack of affordable housing and housing with supportive services affects an individual's ability to achieve stability in the community. Other key factors are the availability of housing subsidies, transportation, medical services, treatment services and other supports that help low-income people achieve and maintain stability. The availability of livable wage jobs also influences a household's ability to find and keep stable housing.

Strategies moving forward:

DCHS works with the Committee to End Homelessness (CEH) and other regional partners to create and implement a range of programs and services to reduce or prevent homelessness among low-income individuals and families. The department, CEH and others are also working together to address tenant/landlord issues and to identify and reduce traditional obstacles to home ownership.

Percent of clients transitioning to more stable housing



Department of Development and Environmental Services

Vision

The Department of Development and Environmental Services is a national leader promoting responsible and sustainable development to foster environmental quality, economic vitality and social benefit.

Mission

To serve, educate and protect our community by shaping and implementing King County's development and environmental regulations.

Goals

- Goal 1: Promote quality communities and protect the natural environment by consistently applying regulations and developing regulatory improvements.
 - Goal 2: Deliver dependable customer service.
 - Goal 3: Develop and maintain a positive and collaborative work force.
 - Goal 4: Promote and maintain sound resource management through reliable business practices.
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Related County Goals

- Goal 1: Promote the health, safety and well-being of our communities.
- Goal 2: Enrich the lives of our residents.
- Goal 3: Protect the natural environment.
- Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Department of Development and Environmental Services

Department overview:

The Department of Development and Environmental Services (DDES) is responsible for the regulation and permitting of all building and land use activity in unincorporated King County. DDES' approximately 235 employees are organized into four divisions as follows:

- Land Use Services Division
- Building Services Division
- Fire Marshal Division (including Fire Investigation Services)
- Administrative Services Division.

Over the last three years, DDES approved an average of 8,000 building and land use permits, closed over 1,770 code enforcement cases, and processed 167 business licenses. This brings the department to within 91% of statutory timelines for all building related permits.

DDES provides an annual allocation process to clearly identify the regional/local and contract revenues and expenditures associated with meeting the county's service responsibilities. Consistent with past years, the proportion of development occurring in rural areas continues to be 45%, with 55% of development in urban areas targeted for 2008.

The Lea Hill and Auburn West Hill annexation areas will become part of the City of Auburn following successful annexation votes in 2007. In November 2007 voters in the Benson Hill area will decide whether to annex to the City of Renton. King County provides interlocal agreements between its agencies and the city to provide continued services on those areas for a period of five years and may extend this period upon agreement between the city and the county.

DDES forecasts eighteen months of development activity in June of each year. This forecast assesses permitting activity generated by professional builders, land developers, home construction and remodeling businesses. DDES constructs its budget forecast at a detailed level, examining each type of permit. The current level of activity is identified through year end, which forms the baseline for the following year's budget.



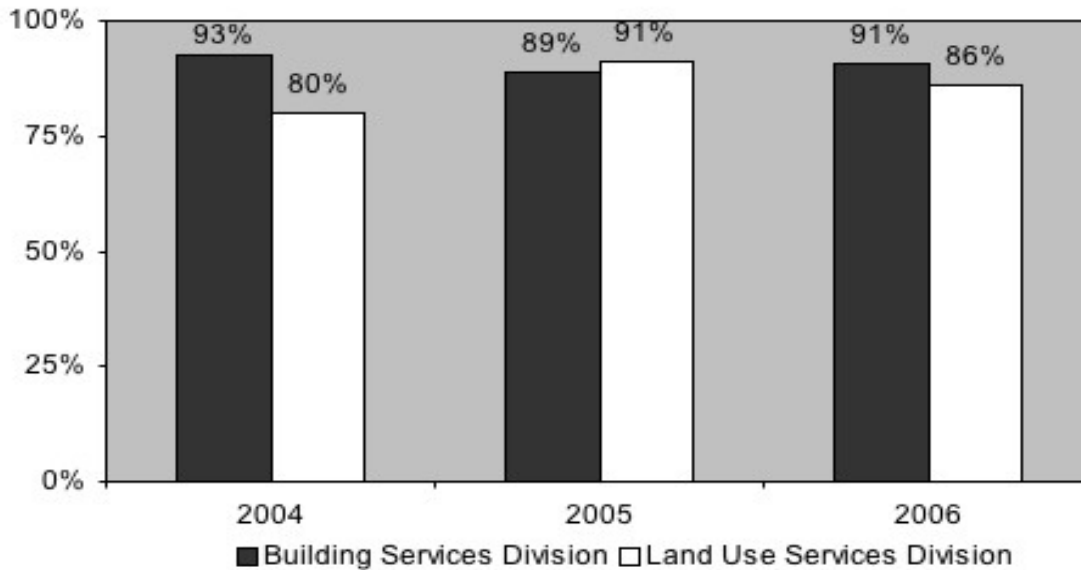
Permit timeliness

Department goal:

Deliver dependable customer service.

Service quality measure:

Percent of permits reviewed within the statutory timeline.



Why is this measure important?

Procedural statutory timelines are designed to promote timely and predictable land use decision-making, eliminate redundancy in the permit review process, minimize delays and expenses, and result in development approvals that are consistent with the policies of the Comprehensive Plan. These procedures also provide for an integrated and consolidated land use permit and environmental review process.

How is the county doing?

DDES processes an average of 91 percent of building related permits and 86 percent of land use permits within statutory timelines. The complexity of land use permitting processes is typically greater than for building permits.

What else influences this measure?

A number of factors affect DDES' ability to process permits within code-stipulated statutes. Project complexity, incomplete application submittals, permit demand exceeding forecast, neighborhood opposition to projects and staffing all impact permit processing.

Strategies moving forward:

DDES will continue to track permit processing efficiency and work towards improving the number and percentage of permits completed within code-stipulated timelines through the implementation of better technologies, more efficient business practices such as project management and training of staff. DDES is committed to increasing the permitting process transparency to assist in streamlining development review.

Department of Development and Environmental Services

Permit efficiency

Department goal:

Promote and maintain sound resource management through reliable business practices.

Efficiency measure:

Percent of staff time spent reviewing permits.

Why is this measure important?

DDES is a self-supporting agency, meaning that DDES activities are not tax supported. Over 95 percent of DDES revenue comes from selling services to permit applicants and other departments or agencies. Based on operational costs, the ratio of product demand to staffing levels, and staff availability, the department goal is that at least 75 percent of staff time be dedicated to permit processing to sustain operations. The remaining 25 percent of staff time is dedicated to administrative tasks and staff development.

How is the county doing?

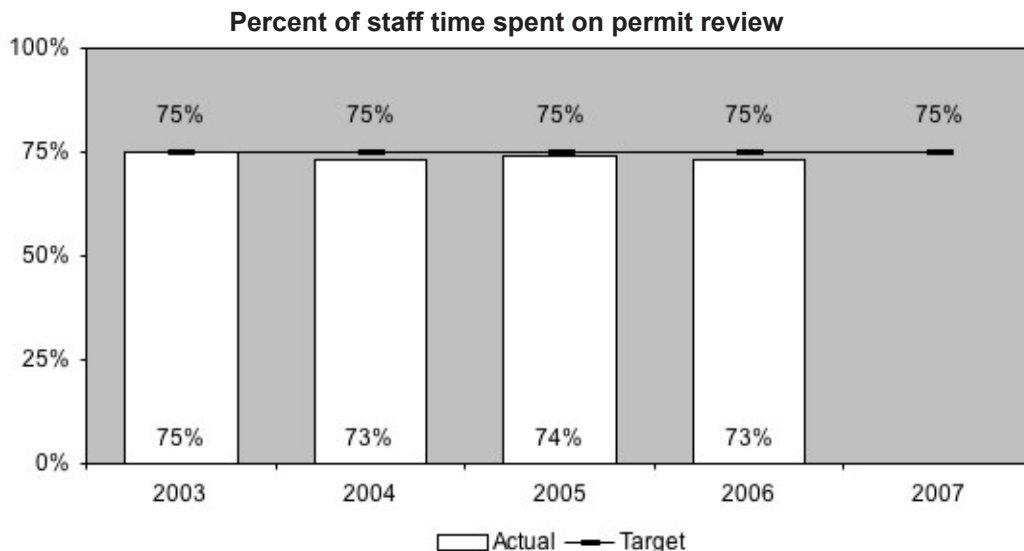
DDES is currently applying approximately 73 percent of staff time to direct permit processing.

What else influences this measure?

Regulations, processes and permits have become more complex as environmental and developmental requirements evolve to meet technological and scientific advancement. This requires increased staff training and coordination.

Strategies moving forward:

DDES is steadfast in investing in ways to streamline processes and standardize permit conditions by analyzing and removing barriers to existing business practices. An example is the Permit Integration Project, which will improve the coordination of permit review among county agencies and integrate technologies that provide more transparency to the public. Permit Integration will allow our customers 'one stop shopping'. In other words, customers will be able to go to any county agency and apply for a permit without being sent to any other agency for information. All necessary information and capabilities will be at one location.



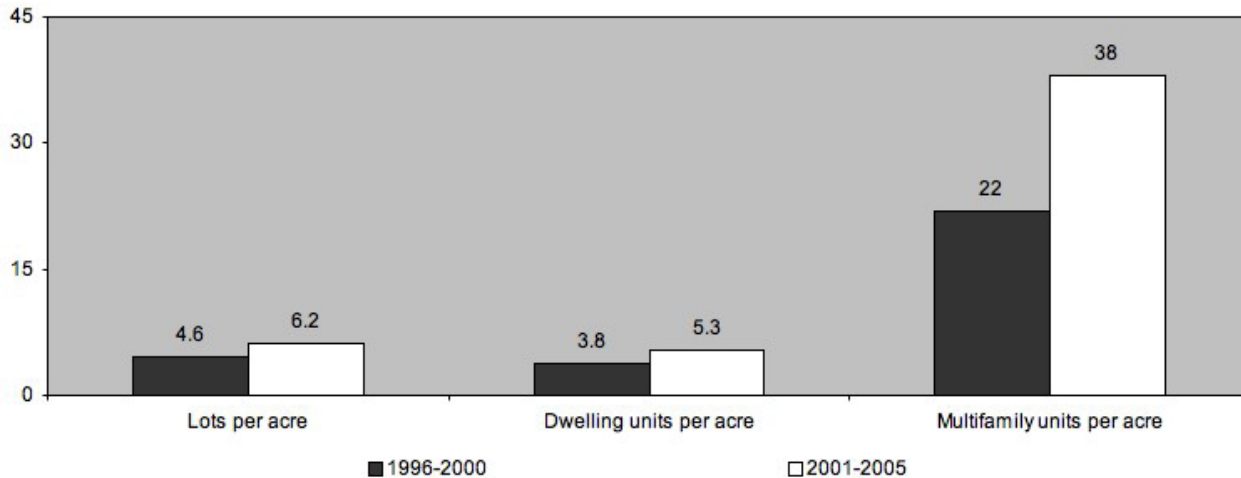
Residential density

Department goal:

Promote quality communities and protect the natural environment by consistently applying regulations and developing regulatory improvements.

Effectiveness measure:

Number of lots, dwelling units, and multifamily units per acre.



Why is this measure important?

Higher residential densities results in more efficient land use. High density neighborhoods, especially in and around urban centers, support more frequent public transportation use, fewer vehicle trips, increased pedestrian activity, and promote lively and safe communities.

How is the county doing?

Throughout King County, 599 acres were divided into 3,848 new lots for single-family homes in 2004. This corresponds to a density of 6.4 lots per acre in rural cities and exceeds the benchmark of six lots per acre. Densities achieved by new permits in single family zones have increased from 3.8 dwelling units per acre in the 1996 - 2000 period to 5.3 dwelling units in 2004.

What else influences this measure?

The diminishing supply of vacant land in King County will force the more efficient usage of land through higher density redevelopment. Zoning code regulations will have to be updated to correlate with the need for higher density, mixed-use development and economic vitality.

Strategies moving forward:

DDES is working toward ensuring the efficient use of land by imposing a minimum density through the subdivision process in urban residential zones. DDES will continue to support more frequent usage of public transportation and pedestrian activities through the creation of more high density and mixed-use neighborhoods. DDES continues to encourage clustered subdivisions and use of the Transfer Development Rights (TDR) program.

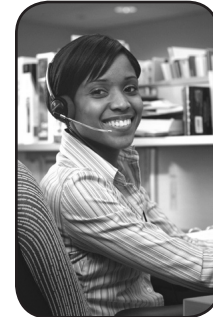
Service quality

Department goal:

Deliver dependable customer service.

Service quality measure:

Percent of customers rating their permitting experience as good or excellent.



Why is this measure important?

As a regulatory agency that governs property development, DDES strives to strike a balance between facilitating responsible development and compliance with development regulations and working with the customer to approve their requests within these guidelines. Customer satisfaction with DDES' service quality is an excellent gauge of this objective.

How is the county doing?

In 2005, 50 percent of DDES customers rated their permitting experience a 4 or 5 (where 5 represents "extremely satisfied"). This rating increased to 60 percent in 2006. This increase is likely related to the improvements DDES implemented in 2004 to improve the customer Project Management program. Customers were asked to rate the quality of different methods of obtaining information from DDES. The highest rated methods involved personal contact with DDES staff (70 percent of customers rated the personal contact that they had with DDES staff as good or excellent). This measure was first tracked in 2005.

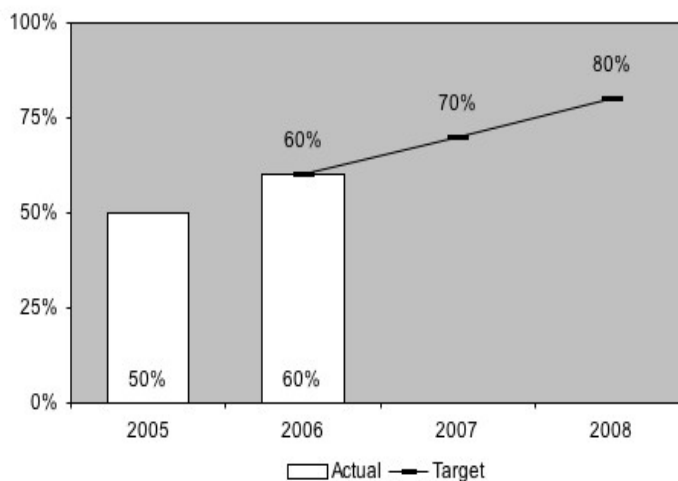
What else influences this measure?

Free public information and assistance provided to permit customers improves the public's understanding of the permit process and increases the satisfaction level.

Strategies moving forward:

DDES is committed to providing a forum for its customers to give feedback on service satisfaction, implementing more customer friendly resources to help applicants through the permitting process, adding the necessary staff to serve as a liaison for constituents on the permitting process and improving customer oriented services such as phone systems, Web sites, and permit center facilities.

Percent of customers rating their permitting experience as good or excellent



Department of Executive Services

Vision

The Department of Executive Services serves as a model for providing county government services.

Mission

To make the Department of Executive Services the provider of choice by providing King County agencies, municipalities and the public with efficient and effective general government services.

Goals

- Goal 1: Identify and meet changing customer requirements.
 - Goal 2: Encourage and expand the use of strategic partnerships to leverage resources, achieve efficiencies and reduce costs.
 - Goal 3: Maintain and enhance a highly skilled, productive and healthy work force reflecting the diverse community we serve.
 - Goal 4: Manage capital, human, information and technology resources to improve services and information sharing.
 - Goal 5: Exercise responsible stewardship of county resources to contain costs of services.
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Related County Goals

- Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Department overview:

The Department of Executive Services (DES) was established in January 2002 to provide nearly all internal services to King County government and a variety of public services to its citizens. DES was formed as a result of a reorganization of four departments (Construction and Facilities Management, Finance, Human Resources, and Information and Administrative Services) into one large department. The purpose of this consolidation was to assist in balancing the general fund revenue shortfall while minimizing the impact to direct public services. This was achieved through efficiencies, reducing administrative costs and placing internal services under one department.

Since January 2002, DES has accomplished these purposes. The merger saved \$12.6 million in its first year with the bulk of the ongoing savings resulting from the elimination of 83 FTE, of which 54 were management and administrative positions. The 2003 budget saved an additional \$7.3 million. Furthermore, the cost savings generated by reorganization, resulted in improved levels of efficiency, cooperation, innovation and effectiveness throughout the department's core functions.

In 2006 there were two significant changes to DES as a result of the information technology (IT) re-organization. The first was the movement of the Information and Technology Services Division out of DES and into the Office of Information Resource Management (OIRM). This shifted the accountability for IT services from the Chief Administrative Officer (CAO) to the Chief Information Officer (CIO) and resulted in an outsourcing relationship for many technical services that used to be internally provided. The second was the creation and adoption of the DES IT service delivery manager position that serves as a single point of reference and accountability for IT services for DES. Each IT service delivery manager works under the direction of the CIO and in coordination with the department director to prepare and execute the department's IT service delivery plan.

The Department of Executive Services includes the following divisions and offices:

- Records, Elections and Licensing Services Division
- Finance and Business Operations Division
- Human Resources Division
- Facilities Management Division
- Office of Risk Management
- Office of Emergency Management
- Office of Civil Rights.



Emergency Communications Center

Department of Executive Services

Timely answering of 9-1-1 calls

Department goal:

Identify and meet changing customer requirements.

Service quality measure:

Percent of hours in which 90 percent of 9-1-1 calls are answered within the standard of 10 seconds.

Why is this measure important?

DES monitors how quickly 9-1-1 call centers answer emergency calls in order to ensure a high-level of service.



How is the county doing?

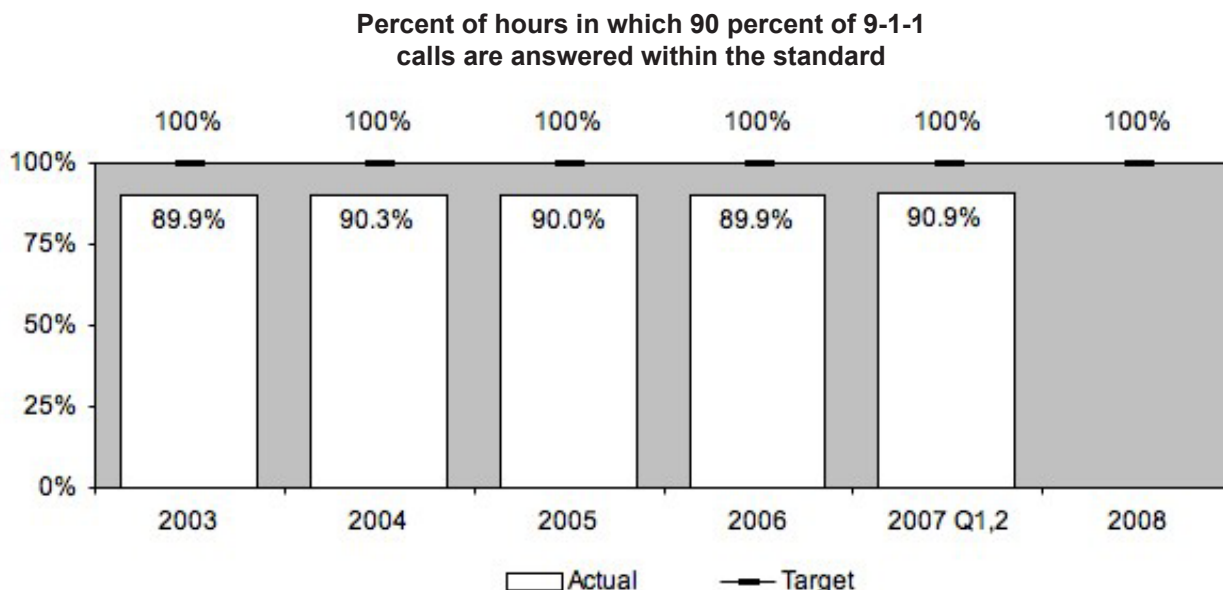
On an annual basis, all 9-1-1 call centers consistently met the standard (answering at least 90 percent of calls each hour within 10 seconds) in 90 percent of the hours in each quarter. The summer months typically have a higher call volume and it is therefore more challenging for the centers to meet the standard.

What else influences this measure?

This measure is highly influenced by the number of staff available to answer calls. The Washington State Patrol, the University of Washington, the county, and individual cities all operate call centers within King County. Although King County is responsible for ensuring that there is a sufficient capacity in the 9-1-1 technical network and equipment provided to handle 9-1-1 call volumes, the individual 9-1-1 call centers are responsible for providing adequate staff to answer the calls. This is especially important during the busier summer months.

Strategies moving forward:

Continue to support call centers in their efforts to attract and retain a quality work force. Continue to provide an effective training program for 9-1-1 call center staff in order to increase skills and job satisfaction.



Bond rating

Department goal:

Exercise responsible stewardship of county resources to contain costs of services.



Effectiveness measure:

County bond ratings.

Why is this measure important?

Bond ratings are a significant factor in determining the interest rate of a bond. A favorable bond rating allows for lower interest rates on bond issuances and lower debt service costs to the county agency issuing the bonds, effectively reducing costs of service for taxpayers. Bond rating agencies conduct an independent assessment of an agency and the county's overall financial condition and then assign a rating. King County has its bonds rated by the three primary rating agencies: Standard and Poor's, Moody's Investors Service and Fitch Ratings. Standard & Poor's and Moody's each rate over 80 percent of all municipal and corporate bonds.

How is the county doing?

King County's general obligation bonds have been given either the highest or second highest rating by each of the three agencies. While revenue bonds typically are not rated as highly as general obligation bonds, the ratings for the county's sewer revenue bonds are also very strong.

What else influences this measure?

Bond ratings are influenced by several factors including strong financial management practices, continued positive financial performance, debt structure, strength of the regional economy, and demographic factors such as a solid customer rate base and a large service area.

Strategies moving forward:

The county's finance staff closely monitor interest rate conditions to identify debt refinancing opportunities called "refundings." The county frequently uses debt refundings to lower borrowing costs, which is similar to a citizen refinancing their mortgage to obtain lower monthly payments. The county also requests rating upgrades from rating agencies when appropriate.

Rating Agency (Highest rating)		UTGO	LTGO	Sewer
Moody's (Aaa)	Current Prior	Aaa Aa1 (1999)	Aa1	A1
Fitch (AAA)	Current Prior	AAA New (2005)	AA+ New (2005)	Not rated
S&P (AAA)	Current Prior	AAA AA+(2005)	AAA AA+(2005)	AA AA-(2006)
*Years shown denote years of rating change				

Animal care and control

Department goal:

Identify and meet changing customer requirements.

Effectiveness measure:

Percent of animals released from King County shelters.

Why is this measure important?

This is a primary performance indicator. Essentially, it is a positive statement to reflect a reduction in the percentage of animals euthanized (animals not redeemed or adopted are euthanized). This performance metric is mandated in the King County Code.



How is the county doing?

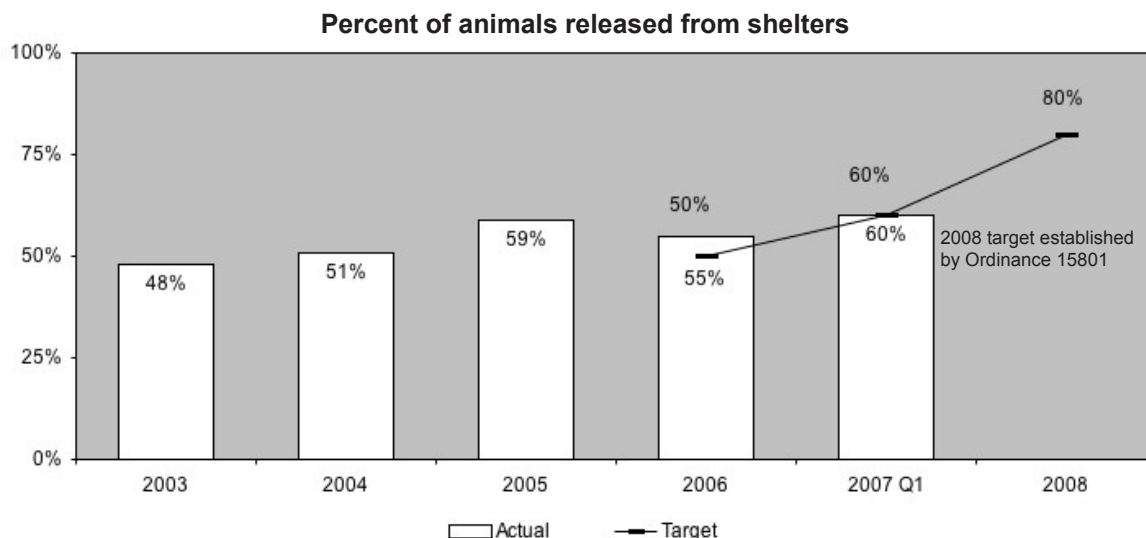
All recent trends for this measure are positive -- including the five year and ten year trends. The percent of animals released from the shelter in 2006 was 55 percent -- in 1990 it was only 15 percent. While this is a significant improvement over the 1990's, more needs to be done to increase the number of animals released from the shelter alive. The King County Council recently adopted target rates of 80 percent in 2008 and 85 percent in 2009 and thereafter.

What else influences this measure?

A number of factors affecting the percent of live releases are outside of King County's control, including the type, quantity, health and temperament of the animals received. The county has limited influence over owners looking for lost pets.

Strategies moving forward:

Enhance, refine and further develop behavior/temperament testing and modification programs, expand volunteer and foster care programs, expand partnerships to increase adoption locations, increase hours of operation. Determine and utilize additional means for identifying pets and returning them to their owners.



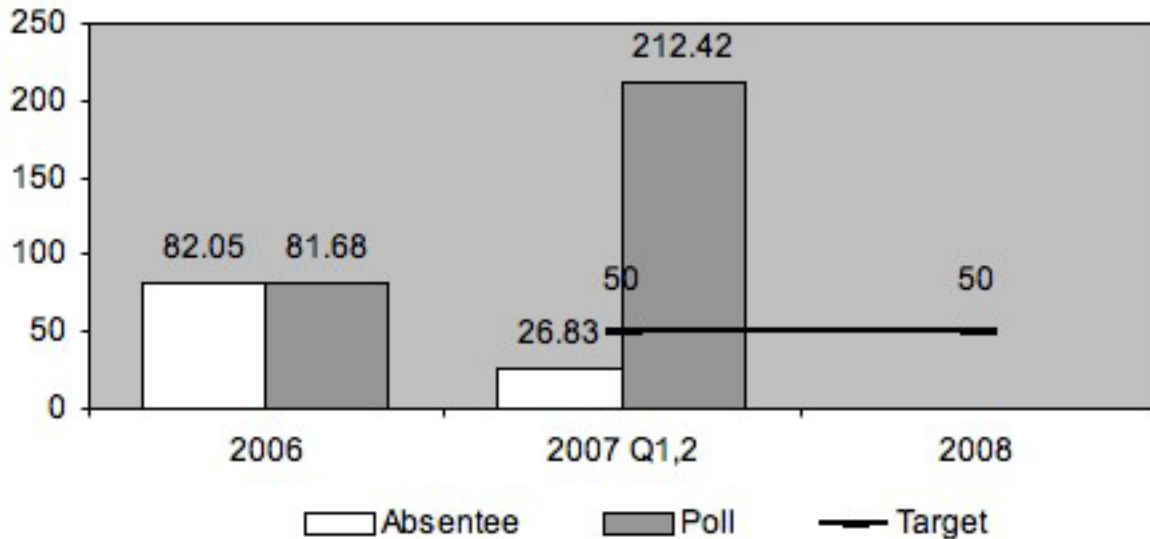
Accuracy for ballots counted

Department goal:

Manage capital, human, information and technology resources to improve services and information sharing.

Effectiveness measure:

Ballot errors per million counted.



Why is this measure important?

Accuracy is a critical aspect of public accountability in the elections process. The errors per million ballots reflect the success of DES' reconciliation and accounting efforts for each election.

How is the county doing?

Data prior to 2006 is unavailable. The target of 50 errors per million ballots counted is a short-term, realistic goal. The long term goal of 3.4 errors per million is derived from process improvement statistics and is considered world-class.



What else influences this measure?

The size, scope, and complexity of each election can influence the discrepancy rate. Other organizational changes such as staff turn-over or the reassignment of functions for greater long-term effectiveness can impact the discrepancy rate in the short-term.

Poll worker and temporary election worker training, education and outreach can also influence or impact the discrepancy rate. Mis-issued ballots or inadequate documentation can also impact this figure and influence public opinion of the accuracy of the results.

Strategies moving forward:

Continue the post-election debrief process to identify opportunities for error and develop and implement strategies to eliminate these errors.

Department of Natural Resources and Parks

Vision Sustainable and livable communities -- clean and healthy natural environment.

Mission Foster environmental stewardship and strengthen communities by providing regional parks, protecting the region's water, air, land and natural habitats, and reducing, safely disposing of and creating resources from wastewater and solid waste.

- Goals**
- Goal 1: Environmental Quality - Deliver high quality environmental services that protect and restore the environment, enhance our community, and protect public health and safety.
- Goal 2: Sustainable Resources - Create resources from waste, reduce emissions, and increase the efficiency of facilities and operations.
- Goal 3: Productive Partnerships - Collaborate with partners throughout the region to achieve improved environmental and community outcomes.
- Goal 4: Price of Service - Be efficient, effective and fiscally responsible to ensure ratepayer value.
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- Related County Goals**
- Goal 2: Enrich the lives of our residents.
- Goal 3: Protect the natural environment.
- Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Department of Natural Resources and Parks

Department overview:

The Department of Natural Resources and Parks (DNRP) has approximately 1,650 full time employees located at dozens of facilities across the county. DNRP's work encompasses a breadth of services and programs that protect King County's environment and strengthen the community. These services include: wastewater treatment, solid waste disposal and recycling services, parks and recreation, and land and water stewardship.

The department consists of four operational divisions:

- Parks and Recreation Division (Parks),
- Solid Waste Division (SWD),
- Wastewater Treatment Division (WTD), and
- Water and Land Resources Division (WLR).

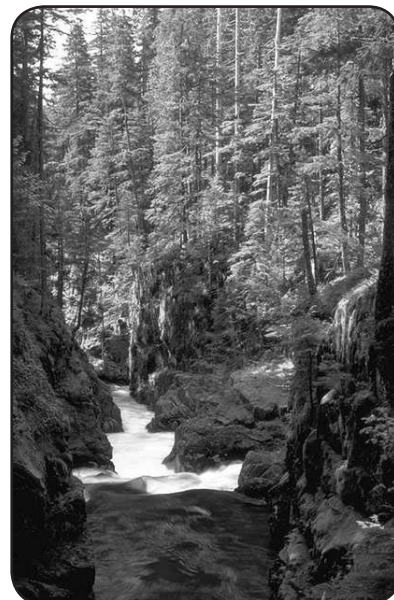
The King County Geographic Information Services (KCGIS) Center is also located in DNRP.

Parks' core businesses include: regional parks, pools, and recreation programming; parks facilities maintenance; business planning and implementation; and finance. Parks has approximately 150 employees.

SWD has approximately 420 employees working at a dozen facilities throughout King County. The division provides solid waste transfer, disposal, waste reduction and recycling and green building support to residents and businesses of King County, outside of Seattle and Milton.

WTD provides wholesale wastewater treatment to 17 cities and 17 sewer districts in the central Puget Sound region. The system serves about 1.4 million people, including most urban areas of King County and parts of south Snohomish County and north Pierce County. The service area is 420 square miles (including 250 acres on Vashon Island). WTD employs approximately 600 full-time employees.

The Water and Land Resources Division leads the region in developing comprehensive programs for flood hazard reduction, storm and surface water management, water quality, resource land acquisition, habitat restoration, drainage project construction and Endangered Species Act (ESA) -related watershed restoration and salmon recovery efforts. Programs are funded by specific fees for service, voter-approved funding, state or federal grants or fund transfers from other King County departments. ESA-related planning and implementation efforts are cooperatively funded in each watershed through interlocal agreements.



Department of Natural Resources and Parks

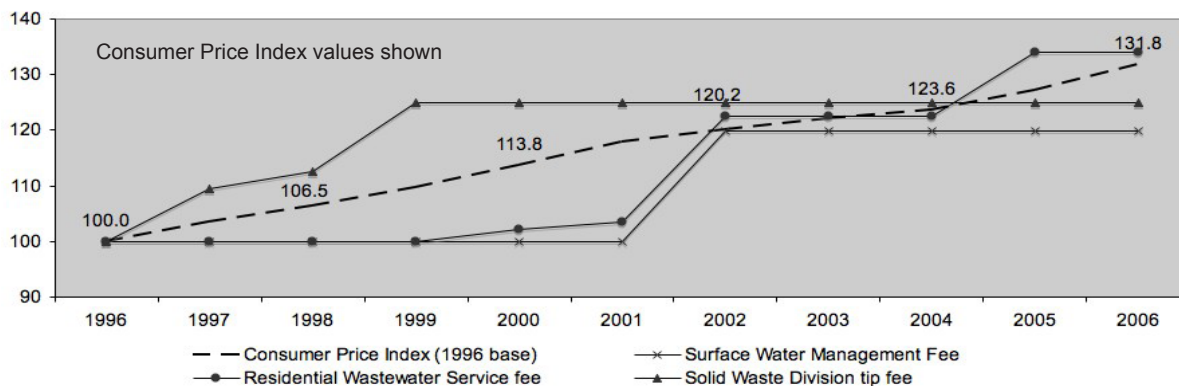
Rates and fees

Department goal:

Be efficient, effective and fiscally responsible to ensure ratepayer value.

Efficiency measure:

Index of rate and fees as compared with general inflation. (1996 = 100)



Why is this measure important?

DNRP seeks to minimize rates and fees while maximizing value of service. Major programs track rates and fees against the level of inflation and benchmark against similar service providers. For inflation, DNRP looks at changes in the Consumer Price Index (CPI) over a 10-year time horizon.

How is the county doing?

The residential wastewater service fee and the surface water management fee held relatively steady between 1996 and 2001 which created a progressively widening gap between the actual rate and an inflation-adjusted rate. Both rates increased in 2002, closing this gap. In 2006, the residential wastewater rate was on par with an inflation-adjusted 1996 rate, and a surface water management rate increase in 2007, approved by the King County Council, will serve to meet rising inflationary costs. The SWD tip (disposal) fee in 2006 was lower than if it had risen at the rate of inflation over the past 10 years. This fee was last raised in 1999.

What else influences this measure?

Because benchmarking against similar service providers and jurisdictions is time intensive, this is done only every other year for most DNRP programs. Comparative programs are selected for proximity, range of services, and relative cost of doing business.

Strategies moving forward:

WTD has been implementing a productivity initiative to reduce operating costs and reduce future rate pressure. The rate was held at \$25.60 for 2005 and 2006. The rate for 2007 and 2008 will be \$27.95. Prioritizing how surface water revenues are spent and improving efficiency will be important tasks for DNRP over the next several years. DNRP will continue ongoing conversations with the State as to the best and most appropriate way to manage stormwater impacts. A Solid Waste tip fee increase to \$95 per ton has been approved by Council and will become effective January 1, 2008.

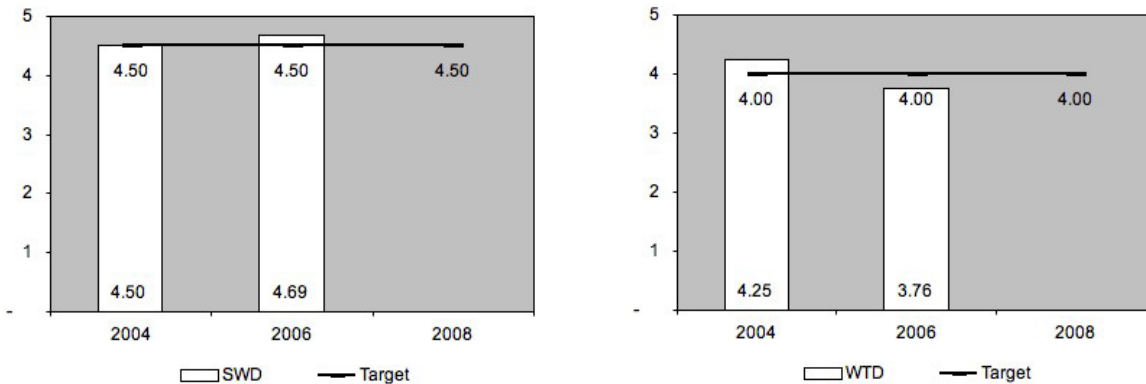
Service quality

Department goal:

Collaborate with partners throughout the region to achieve improved environmental and community outcomes.

Service quality measure:

Satisfaction with DNRP service quality, by division (5 point scale).



Why is this measure important?

Service quality is a cornerstone of good performance. DNRP uses customer feedback mechanisms to: 1) understand changes in customer preferences, priorities and price sensitivities, 2) assess program strengths and weaknesses and perceptions of service levels, and 3) guide program adjustments based on findings.

How is the county doing?

Solid waste transfer station customer satisfaction remains high due to a continued focus on service delivery. Wastewater component agency satisfaction ratings for WTD are lower in 2006 primarily due to issues related to contractual agreements with King County.

What else influences this measure?

Many large DNRP programs have had customer feedback mechanisms in place for several years. The customer survey findings are used to steer program adjustments and ensure that changes produce the intended results. For the most part, DNRP divisions have selected specific groups of customers or neighboring business and residents to survey about services and programs. Some customer service questionnaires are self-administered and others involve the use of consumer research firms.

Strategies moving forward:

WTD has proposed several recommendations to improve relations with the cities and sewer districts that comprise the Metropolitan Water Pollution Abatement Advisory Committee (MWPAAC). These proposed changes, which stem from outreach and listening tours, include the development of a MWPAAC charter and Web site, establishing clear processes for making recommendations to the County Executive, County Council and the Regional Water Quality Committee, restructuring meetings to improve stakeholder participation, and developing better public information and communication about rates, services and the capacity charge.

Regional trails access

Department goal:

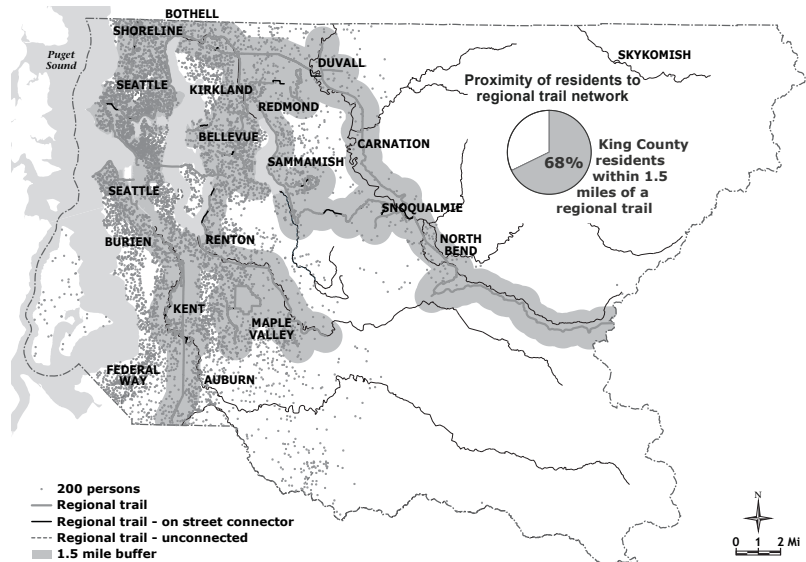
Deliver high quality environmental services that protect and restore the environment, enhance our community, and protect public health and safety.

Effectiveness measure:

Percent of county residents living within 1.5 miles from a connected regional trail (2006).

Why is this measure important?

The King County Parks System has one of the best trail systems in the nation with over 175 miles of trails for hiking, biking and walking. The county's trail network spans from Bothell to Auburn and from Seattle to Snoqualmie. Parks and trails consistently rate as one of the most important amenities for home buyers and, for many, these trails provide an active transportation alternative to personal motor vehicle use. Proximity to the Regional Trail System reflects residents' ability to access and use this wonderful resource.



How is the county doing?

In 2006, 68 percent of King County residents (about 1.2 million people) lived within 1.5 miles of a connected regional trail.

What else influences this measure?

Residents' proximity to the Regional Trail System improves when King County and local cities expand the trail system through the use of parklands and the purchase and conversion of railroad rights-of-way and utility corridors. Much of the more easily available and less expensive rights-of-way have been acquired and integrated into the King County Regional Trail System. Often the missing links in the system require expensive elements such as bridges over roads or waterways, or navigation around sensitive areas such as wetlands.

Strategies moving forward:

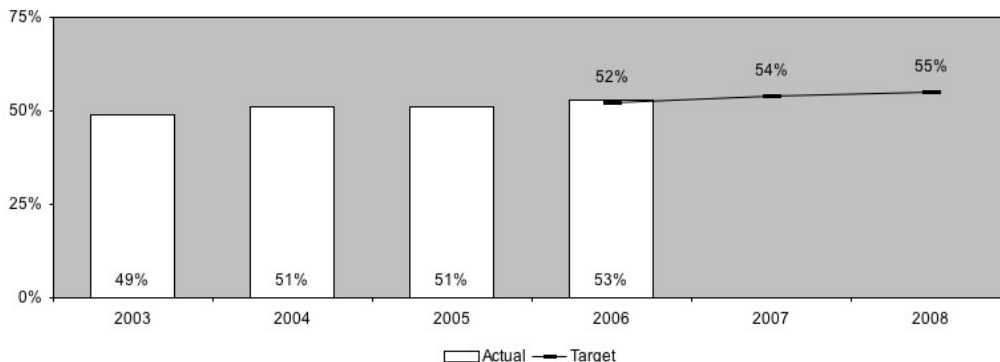
King County will continue to plan, acquire, develop, and maintain the trail network that will expand to 300 miles. The Parks Division is actively pursuing cost effective trail network enhancements, including plans for the Eastside BNSF rail corridor. The county continues to collaborate with cities on regional trail development. A property tax levy, approved by voters in August 2007 will provide additional funding for improvements to the trail network.

Recycling

Department goal: Create resources from waste, reduce emissions, and increase the efficiency of facilities and operations.

Effectiveness measure:

Recycling rate for single family households within the county.



Why is this measure important?

Recycling reduces waste that goes into landfills, and reduces the need to consume additional resources.

How is the county doing?

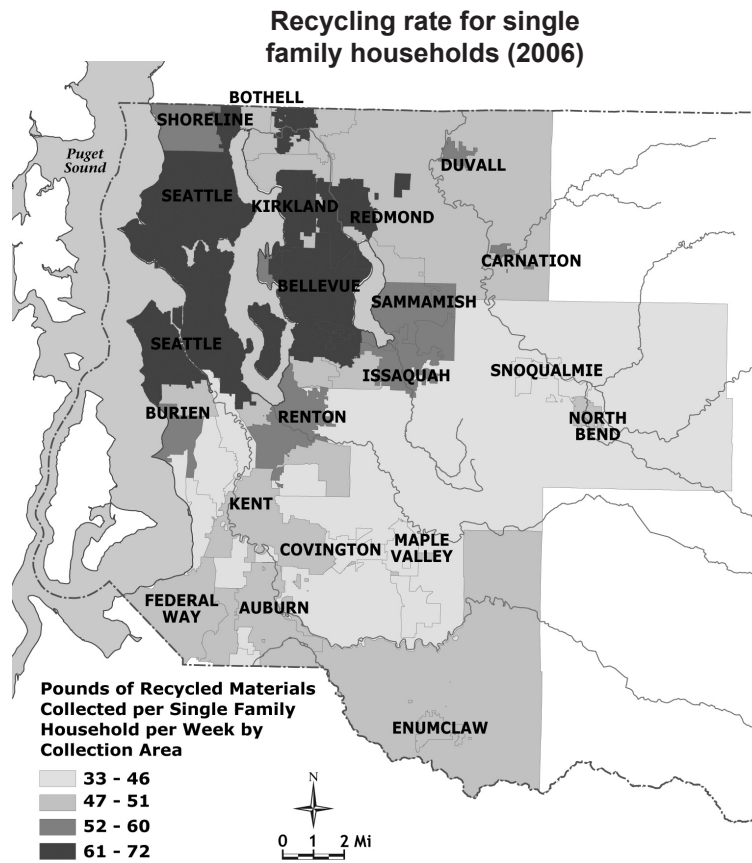
The recycling rate has trended slightly upward over the past 4 years.

What else influences this measure?

SWD worked closely with cities to increase the availability of food waste recycling services. Other influencing factors include: variable pricing for garbage pickup, frequency of pickup, and food and merchandise packaging practices.

Strategies moving forward:

SWD will continue to work with cities to allow food waste recycling with yard debris. The SWD is partnering on a recycling education campaign, "Recycle More, Its Easy to Do" and is making further improvements to its Web site about general and food waste recycling. Related initiatives will address product stewardship and residentially generated construction debris.



Public Health - Seattle & King County

Vision

All King County residents lead healthy lives in a healthy environment.

Mission

King County government's mission, through Executive, County Council, Board of Health and Public Health - Seattle and King County, is to identify and promote the conditions under which all people can live within healthy communities and can achieve optimum health.

Goals

Goal: Protect and improve the health and well-being of all people in King County, as defined by per person healthy years lived. In the context of achieving this goal, whenever possible, King County will employ strategies, policies and interventions to reduce health disparities across all segments of the population.

Related County Goals

Goal 1: Promote the health, safety and well-being of our communities.

Goal 3: Protect the natural environment.

Department overview:

Public Health – Seattle & King County (PHSKC) provides a wide variety of regional services that protect and promote the health of all 1.8 million citizens of King County, as well as the hundreds of thousands of workers and tourists who enter the county each day. The City of Seattle and King County governments had their own health departments until the two merged in 1951 forming what is now PHSKC.

Over the last decade, PHSKC has been continually challenged financially due to emerging public health issues, such as pandemic flu and infectious disease, limited or declining revenues, increasing costs of existing services and increased numbers of uninsured residents in need of services. In response to these challenges, the 2005 Adopted Budget Ordinance included a proviso directing the preparation of an operational master plan (OMP) focused on developing a sustainable operational and financing model for the provision of essential public health services in King County for the foreseeable future. Guided by a collaborative planning process that engaged PHSKC, the King County Council, the King County Board of Health, the King County Executive and other stakeholders, a final product was transmitted to the King County Council on September 6, 2007.

The first phase of the OMP was a year-long effort to establish a policy framework guiding future public health direction in King County. The framework outlines the purpose of public health strategies and policies to achieve optimum health for all people in King County. The framework also establishes King County's goal to protect and improve the health and well-being of all people in King County. The second phase of the OMP establishes long and short-term goals and strategies to achieve the policy direction developed in the framework.

King County's governmental public health functions include health protection, health promotion and health care provision:

1. Health protection: King County has fundamental and statutorily defined responsibilities and powers to protect the public's health. These responsibilities include functions such as: tracking disease and other threats to the public's health; preventing and treating communicable diseases; regulating dangerous environmental and workplace exposures; and ensuring the safety of water, air, and food.
2. Health promotion: King County is responsible for leading efforts to promote health and prevent injuries such as those from traffic accidents and unsafe handling of firearms, and chronic conditions such as heart disease, diabetes, and obesity. These complex health challenges often are best addressed through voluntary actions by individuals and organizations in combination with governmental policies that make the right health choice the easy health choice.
3. Providing preventive and curative quality health care services: King County's role in personal health care services is to help assure access to high quality health care for all populations and to fulfill critical public health responsibilities such as preventing the spread of communicable diseases. Helping to assure access to quality health care includes convening and leading system-wide efforts to improve access and quality, advocating for access to quality health care for all, forming partnerships with services providers, and/or directly providing individual health services when there are important public health reasons to do so.

Public Health - Seattle & King County

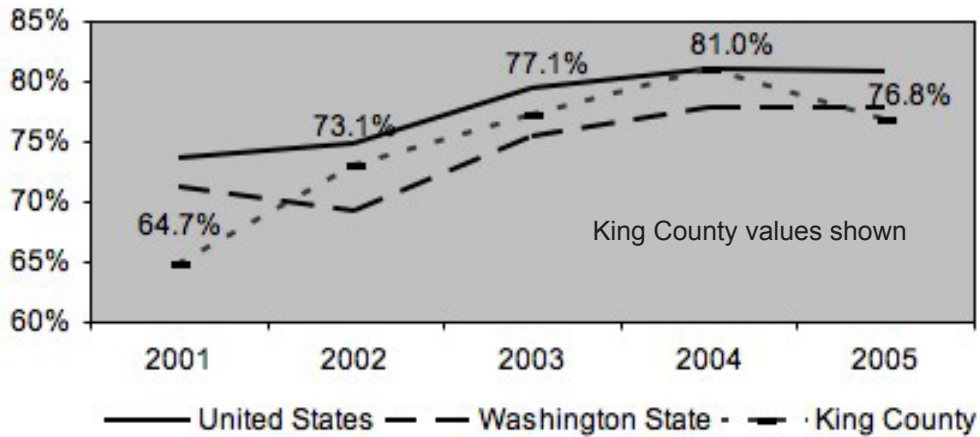
Childhood immunization

Department goal:

Protect and improve the health and well-being of all people in King County

Effectiveness measure:

Percent of children who have completed recommended immunizations.



Why is this measure important?

The county increases access to childhood immunizations through the Vaccines for Children program which makes low-cost vaccines available to all children. Public Health monitors immunization rates, conducts quality assurance clinic visits and offers technical assistance to improve rates.

How is the county doing?

Child immunization coverage for King County has increased in recent years. About 77 percent of children have completed the recommended 4:3:1:3:3 vaccine series (69 percent with the inclusion of the recently added varicella vaccine, less than the national goal of 80 percent by 2010).



What else influences this measure?

Childhood immunization rates are affected by the extent of vaccine distribution programs, caretaker willingness to have their children immunized, and provider commitment to providing vaccinations (such as complementary care providers may not encourage immunizations).

Strategies moving forward:

Public Health will continue activities designed to ensure the availability and timeliness of vaccines for King County children, including providing vaccines at no cost through the federal Vaccines For Children (VFC) program and Washington State's Universal access program; conducting audits to ensure that county clinics serving children follow vaccination schedules; and by education and outreach for providers and community members through presentations and publications. Public Health is also working to expand the base of providers who furnish up-to-date and complete immunization information to its immunization registry, CHILD Profile, which is expected to be a source of data for program planning.

Uninsured adults

Department goal:

Protect and improve the health and well-being of all people in King County.

Effectiveness measure:

Percent of adults who lack health insurance.



Why is this measure important?

King County's role is to help assure access to high quality health care for all populations by convening and leading system-wide efforts to improve access and quality, advocating for access to quality health care for all, forming partnerships with service providers, and directly providing individual health services when required for public health reasons.

How is the county doing?

More than 157,200 adults age 18-64 lack health insurance, 13 percent of this age group in King County. Lack of insurance is close to historic highs. Disparities within the county across racial/ethnic and income groups are very large and especially affect Latinos, African-Americans and low-income families.

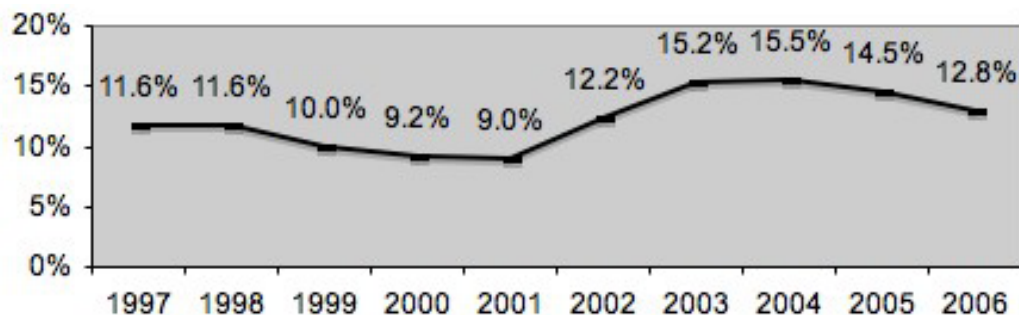
What else influences this measure?

While most people access health insurance through their employers, the number of people covered by employment-based insurance has been declining nationwide and in King County. Publicly funded insurance rolls have been declining throughout Washington state. Fewer adults, however, are eligible for publicly funded insurance. Individual policies are unaffordable for most people. Availability of providers, particularly those that accept uninsured patients and those with publicly funded insurance, also influences access. Although, compared to other areas of Washington state, access to care is easier in King County, as it has the largest number of Community Health Centers providing services to those who cannot afford to pay, language, immigration status, lack of transportation, and fear or distrust of the medical system are frequent barriers to care.

Strategies moving forward:

These include: targeting efforts to communities isolated by language and geography who are more likely to be unaware of public insurance programs; expanding the breadth of outreach efforts by training agencies working with low income families on eligibility for Medicaid and the Basic Health Plan; and working with state staff to address barriers and improve systems so more people are successfully enrolled.

Percent of adults who lack health insurance



Public Health - Seattle & King County

Clinical preventive services

Department goal:

Protect and improve the health and well-being of all people in King County.

Effectiveness measure:

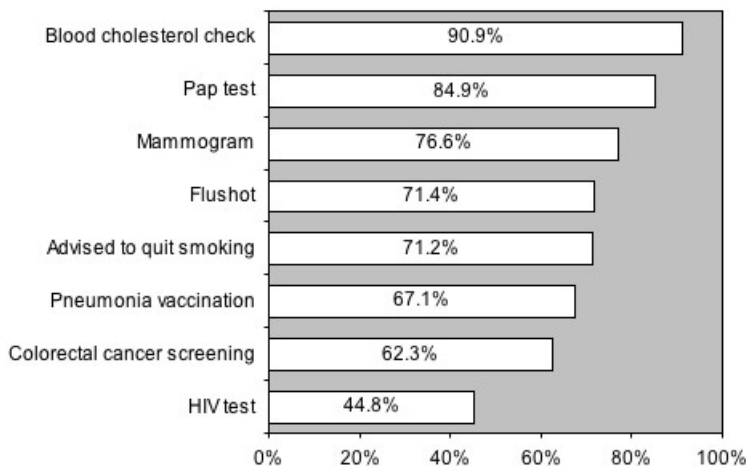
Clinical preventive index (percent of adults receiving recommended clinical preventive services, 2002-2006 average).

Why is this measure important?

Access to appropriate screening, immunization and medical care and disease management support prevents, cures or controls illness and disability.

How is the county doing?

The percent of King County adults who have received the recommended clinical preventive services—tests for colorectal, breast and cervical cancer; cholesterol; HIV; had a flu or pneumonia vaccination; or, if a smoker, have been told to quit—varies greatly. For instance, while 91 percent of adults have had a cholesterol test, only 62 percent have had the appropriate colorectal cancer screening and only 45 percent have been tested for HIV (2002-2006 average).



What else influences this measure?

The availability of health insurance has a significant influence on the percent of adults receiving clinical preventive services (see discussion of uninsured adults above). A patient's awareness of preventive services, a patient's belief in their effectiveness and whether s/he has received a recommendation from his or her primary care physician also influence use. Health care systems that are specially organized to deliver services—such as specialized clinics, systematic patient reminders, and financial incentives such as lower co-pays—also increase access to and use of clinical prevention.

Strategies moving forward:

For several years, Public Health has provided breast and cervical cancer screening to uninsured and underinsured low-income women through a federal grant. PHSKC is increasing recruitment in King County areas shown to have decreased screening rates, and have extended cancer screening activities to colorectal cancer as part of a demonstration program aiming to increase colorectal cancer screening among low-income adults. In addition, Public Health clinics will soon be implementing TRACKS, a client registry that initially will provide reminders to patients needing cervical cancer testing and track abnormal results for follow-up, and generate letters to children with asthma to obtain flu vaccinations.



Tobacco use

Department goal:

Protect and improve the health and well-being of all people in King County.

Effectiveness measure:

Percent of adults who smoke.



Why is this measure important?

King County reduces tobacco use by limiting tobacco advertising and sales, enforcing no-smoking ordinances, and providing assistance to medical providers for offering smoking cessation counseling to patients.

How is the county doing?

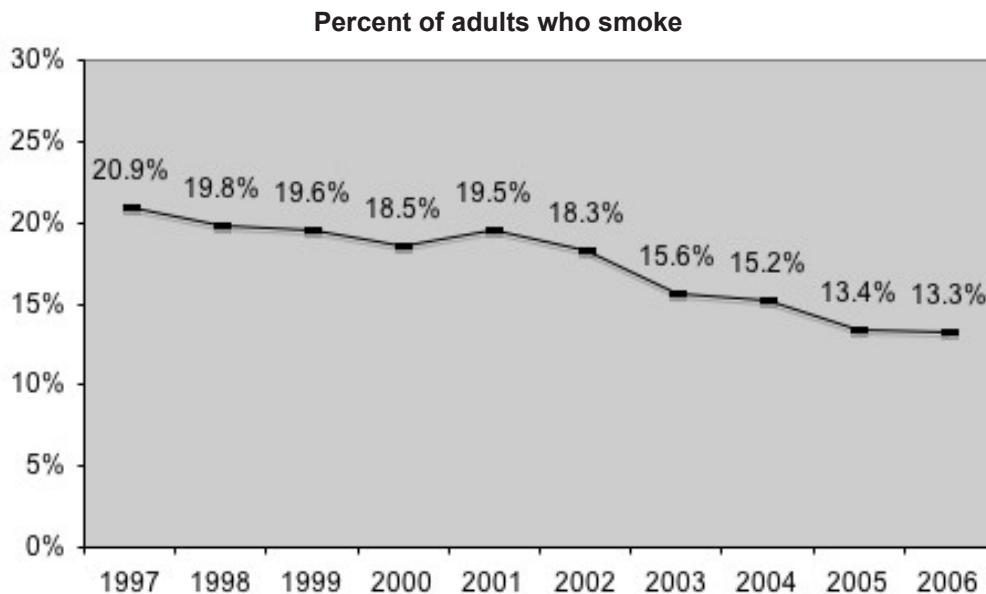
Smoking among adults is declining and currently 13.5 percent of King County residents aged 18 and older smoke. Tobacco addiction usually begins early in life; 8.5 percent of King County children in 6th, 8th, 10th and 12th grades combined have smoked at least once in the last 30 days.

What else influences this measure?

Access to tobacco for minors, tobacco taxes, advertising, second-hand smoke and access to smoking cessation resources all influence tobacco use.

Strategies moving forward:

King County reduces tobacco use by limiting tobacco advertising and sales, enforcing no-smoking ordinances, and providing assistance to medical providers for offering smoking cessation counseling to patients.



Department of Transportation

Vision

The Department of Transportation will be known and recognized for its transportation innovations in sustaining a growing and vibrant economy and quality of life in the Puget Sound Region.

Mission

To improve the quality of life for the citizens of King County by providing mobility in a way that protects the environment, helps to manage growth, and reduces traffic congestion.

Goals

- Goal 1: Deliver transportation services in a way that protects and enhances the environment.
 - Goal 2: Attract, develop, and retain a qualified, diverse, and productive work force.
 - Goal 3: Invest in our transportation infrastructure and develop/maintain our systems to ensure safety, security, and improved mobility.
 - Goal 4: Implement strategies to manage costs and ensure revenues to meet growing demand for services and systems.
 - Goal 5: Ensure excellent internal and external customer service remains front and center for the department.
-

Related County Goals

- Goal 1: Promote the health, safety, and well-being of our communities.
- Goal 3: Protect the natural environment.
- Goal 4: Promote transportation solutions.
- Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Department overview:

The Department of Transportation (DOT) is responsible for the following four divisions: Road Services (RSD), Transit, Fleet Administration, and the Airport Division which manages the King County International Airport (KCIA).

RSD supports the safe and efficient movement of people, goods, and delivery of services through the design, construction, maintenance, and operation of a comprehensive system of roadways, bridges and related transportation facilities in unincorporated King County.

The King County Metro Transit Division (Transit), one of the ten largest transit systems in the country, provides bus, vanpool, and paratransit services (for disabled riders) throughout King County. The activities of the division are guided by King County Code, regional planning efforts such as Destination 2030 and Sound Move, financial and fare policies and Mission, Goals and Objectives adopted by the King County Council and the Comprehensive Plan for Public Transportation and the Six-Year Transit Development Plan scheduled for update in the next year.

Fleet's duties include the acquisition and maintenance of county fleet vehicles; management of the motor pool and equipment revolving funds for fleet vehicles and equipment; administration of the alternative fuel program; and inventorying, monitoring losses, and disposing of county personal property.

The Airport Division is responsible for management and operation of the KCIA, also known as Boeing Field. It is the second busiest airport in the Pacific Northwest. A total of about 300,000 aircraft flights occur on an annual basis.

The department's functions also include grants administration and the coordination of transportation planning activities with other county agencies and outside entities, to ensure regional transportation and land use planning are properly integrated.



Department of Transportation

Pavement condition

Department goal:

Invest in our transportation infrastructure and develop/maintain our systems to ensure safety, security, and improved mobility.

Effectiveness measure:

Percent of unincorporated road miles at the preferred pavement condition score (PCS) of 40 or better.



Why is this measure important?

Following standard engineering methodology, PCSs are determined by visibly inspecting the road. A PCS of 100 indicates a road with no visible distress. Regular maintenance and overlay of pavement is required to keep roads in good condition, prevent potholes, preserve the road bed structure, and provide a safe driving surface. King County has over 1,800 miles of roadways.

How is the county doing?

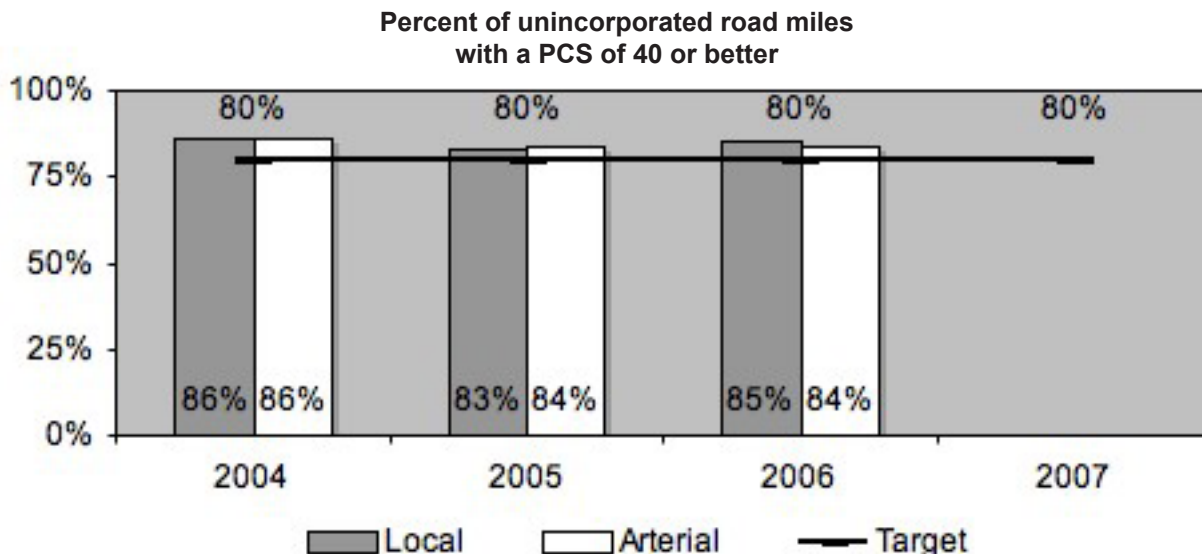
Maintaining 80 percent or more of the road system at a PCS of 40 or better optimizes lifecycle costs. Over the past three years, DOT has succeeded in meeting this target, despite steep increases in the price of asphalt.

What else influences this measure?

Weather conditions and increased traffic contribute to more rapid deterioration of pavement. The price of asphalt has a significant impact on how much pavement overlay can be accomplished each year.

Strategies moving forward:

DOT has developed an innovative, more efficient paving approach. Different mixes and amounts of asphalt are applied to different roadways depending on their functional use. The Road Services Division has implemented a new mix for residential roads that is applied thinner, while arterials, with their higher volumes and heavy vehicles (trucks and buses), require a thicker layer and a mix containing larger rock for greater durability.



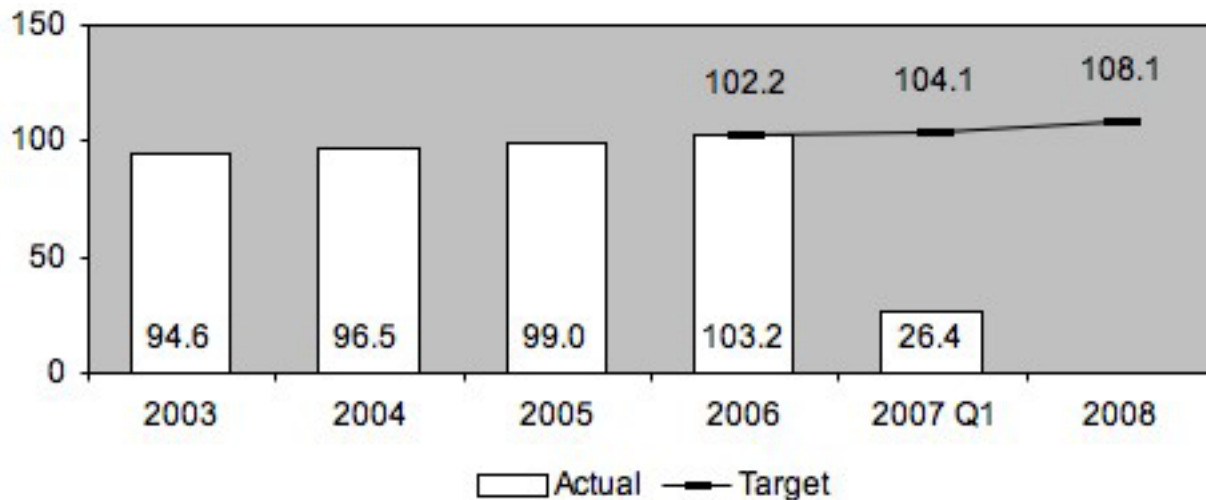
Transit boardings

Department goal:

Invest in our transportation infrastructure and develop/maintain our systems to ensure safety, security, and improved mobility.

Effectiveness measure:

Transit boardings on an annual basis (millions).



Why is this measure important?

Public transit offers an alternative to driving alone, provides transportation options to mobility impaired residents, and is critical to reducing traffic congestion and improving air quality. The number of transit boardings – or ridership – reflects Transit’s performance in providing a desirable and viable transportation alternative.

How is the county doing?

Ridership on Metro Transit reached an all-time ridership record with over 103 million boardings in 2006. Although the King County population grew only 1.5 percent between 2005 and 2006, transit ridership increased 4.3 percent above 2005 ridership.

What else influences this measure?

Changes in the local economy and changes in gas prices exert a strong effect on transit ridership. Land use and development patterns also contribute to transit agencies’ ability to provide efficient service. When jobs or housing spread out from urban areas, travel patterns become less centralized and more difficult to serve. Transit safety, reliability, and frequency also have a significant impact on ridership.

Strategies moving forward:

To increase ridership, Metro Transit is making strategic investments in new service funded by Transit Now. Transit will continue to adjust existing service to better meet customer needs. In addition, Transit continues its targeted marketing efforts and has made significant progress in regional partnerships to increase ridership.



Department of Transportation

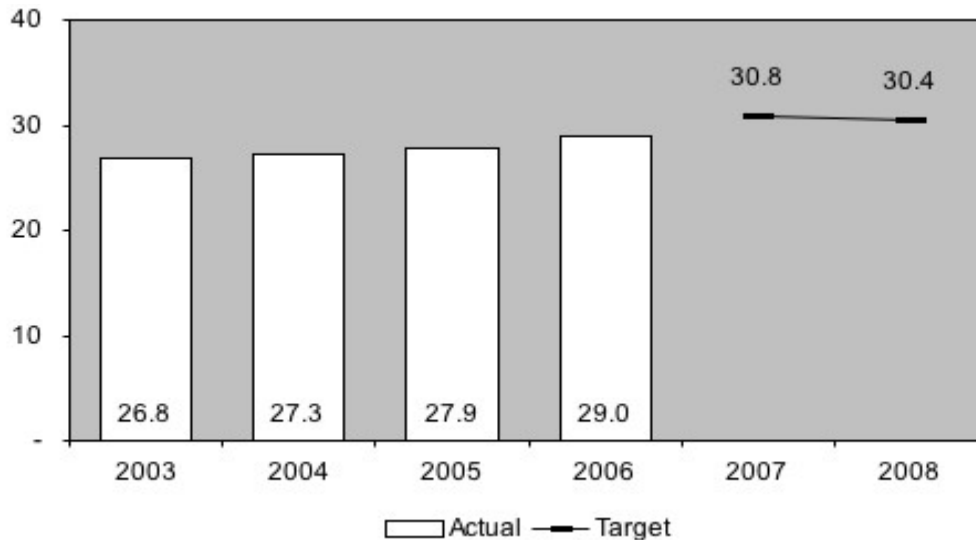
Boardings per platform hour

Department goal:

Invest in our transportation infrastructure and develop/maintain our systems to ensure safety, security, and improved mobility.

Efficiency measure:

Number of transit boardings per platform hour (boardings per bus per hour).



Why is this measure important?

The number of boardings per platform hour reflects the productivity of King County's transit system. It illustrates how many people board a bus for every hour that it is on the road.

How is the county doing?

Boardings per platform hour have been increasing over the last few years due to general system-wide ridership increases and service adjustments that have better served certain markets.

What else influences this measure?

The local economy and gas prices influence overall ridership and therefore system productivity. Adopted policies governing service allocation and policy decisions governing span of service constrain system productivity.



Strategies moving forward:

Investments in new service usually take some time to reach their full productivity. New service investments provided by Transit Now funding are likely to dampen growth in system-wide productivity in the next couple of years.

On-time bus performance

Department goal:

Invest in our transportation infrastructure and develop/maintain our systems to ensure safety, security, and improved mobility.

Service quality measure:

On-time performance for county buses.

Why is this measure important?

On-time performance is a key service characteristic that is very important to customer satisfaction. Ensuring that buses arrive and depart on schedule is key to maintaining and increasing ridership and productivity.



How is the county doing?

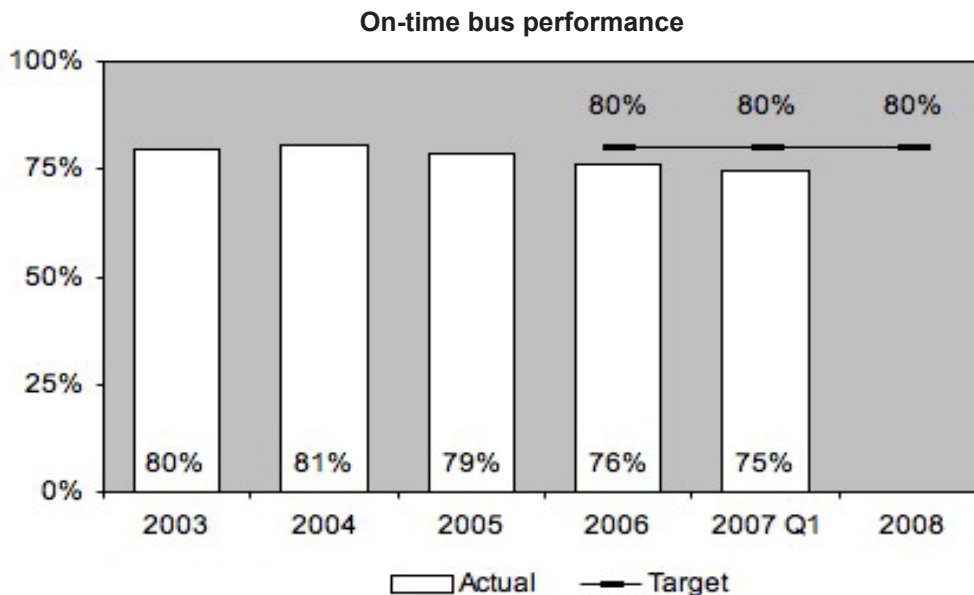
On-time performance declined from 81 percent in 2004 to 76 percent in 2006. Factors contributing to this decline are increased ridership, which slows run times, increased delays due to general traffic congestion, and a lack of service hours with which to invest in schedule maintenance.

What else influences this measure?

The increased economic and population growth over the last few years in the region has led to increased traffic and congestion, which has a negative impact on Transit's on-time performance.

Strategies moving forward:

The proposed fare increase is intended to provide increased funding for schedule maintenance hours and some additional service on routes that are experiencing overcrowding and poor schedule reliability. Transit Now will provide funding for new service to help meet growing demand. The Transit Division will also be working with local jurisdictions to form partnerships to invest in improvements to enhance transit speed and reliability.



Office of Business Relations and Economic Development

Vision

BRED is a catalyst for long-term, collaborative development of a vibrant and globally competitive economy in the Central Puget Sound Region.

Mission

BRED initiates and develops projects and public/private partnerships that sustain a diversified economic base through the retention and expansion of businesses and jobs.

Goals

- Goal 1: Retain, expand, create and recruit businesses within industry clusters that 1) are core to the region's economic base, and 2) offer the greatest potential for growth.
- Goal 2: Develop and provide opportunities for small businesses to participate in county contracts for goods and services, consulting, and construction services.
- Goal 3: Ensure optimal use of apprentices working on selected King County-funded public works projects.
- Goal 4: Preserve, sustain, and enhance the economy in rural unincorporated areas consistent with the lifestyle and character of these areas.
- Goal 5: Identify, preserve and protect historic landmarks and buildings to promote community, economic, and cultural development.
-

Related County Goals

- Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Office of Business Relations and Economic Development

Office overview:

The Office of Business Relations and Economic Development (BRED) began operation on January 1, 2003 and was assigned some of the responsibilities formerly exercised by the Office of Regional Policy and Planning (ORPP).

Those responsibilities include developing programs and working with other departments to promote economic development, as well as managing contracting opportunities for Small Economically Disadvantaged Businesses (SEDBs) and overseeing apprenticeship programs.

The King County Council also added new functions following their mandate of the creation of BRED. These new responsibilities include:

- Managing the county's landmark preservation program.
- Serving as the county's historic preservation officer.
- Administering landmark designation and regulation programs.
- Providing oversight and assistance to other departments to ensure compliance with various cultural resource protection laws.
- Administering interlocal agreements with cities related to landmark protection.

In addition, the 2004 King County Comprehensive Plan directed the executive to develop and implement a rural economic development strategy, which was assigned to BRED.



Small business assistance

Department goal:

Retain, expand, create and recruit businesses within industry clusters that 1) are core to the region's economic base, and 2) offer the greatest potential for growth.

Effectiveness measure:

Development support for small and medium-size businesses.



Why is this measure important?

Local and national research over the last 25 years has concluded that homegrown, small to medium-size businesses create the majority of new jobs in a local economy. King County supports several partnerships and programs that provide technical assistance to and opportunities for small and medium-size businesses. These include partnerships with several community colleges to provide direct technical assistance to businesses and county programs to provide contracting opportunities to small contractors and suppliers.

How is the county doing?

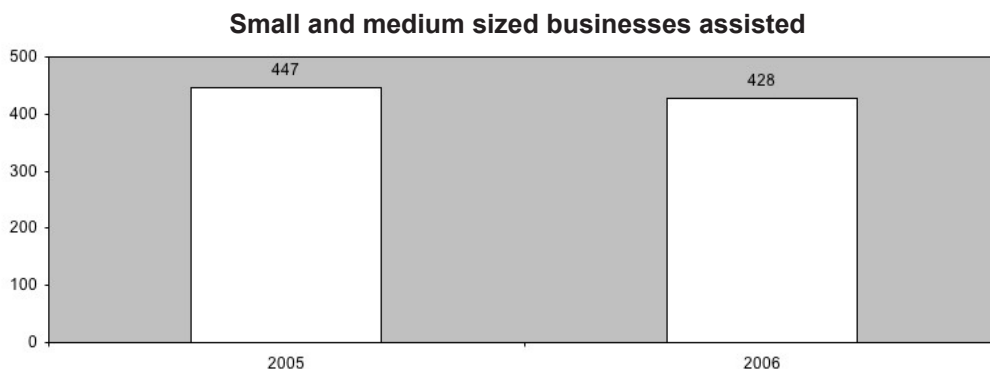
Through its partnerships with small business development centers, King County helped provide direct technical assistance to 447 and 428 businesses in 2005 and 2006, respectively. Through its Contracting Opportunities Program, King County contracted with 45 small contractors and suppliers in both 2005 and 2006 to provide services on county projects.

What else influences this measure?

The state of the county, state, and regional economy can influence the number of small businesses seeking assistance. Also, the number and nature of county public works projects and procurements influences the number of contracts available to small businesses.

Strategies moving forward:

In 2007, the county established a circuit rider to provide technical assistance to businesses in the rural areas. There are many small and home-based businesses in the rural areas that cannot easily access technical assistance, so the rural circuit rider serves them on site. Also in 2007, the county added a requirement for using small contractors on selected county public works projects which should increase the number of small contractors receiving county construction contracts.



Apprenticeship programs

Department goal:

Ensure optimal use of apprentices working on selected King County-funded public works projects.

Effectiveness measure:

Percent of public works projects meeting their requirements for employing apprentices.

Why is this measure important?

Jobs in the construction industry pay family-wages. As such, construction jobs offer a significant employment alternative to individuals who choose not to attend college. In addition, the average age of construction workers is around fifty-five, and new entrants are needed to ensure a continued supply of workers for the construction sector. Apprenticeship on county public works projects contributes to the work experience needed for apprentices to complete their training and graduate to journey-level status and family wages.

How is the county doing?

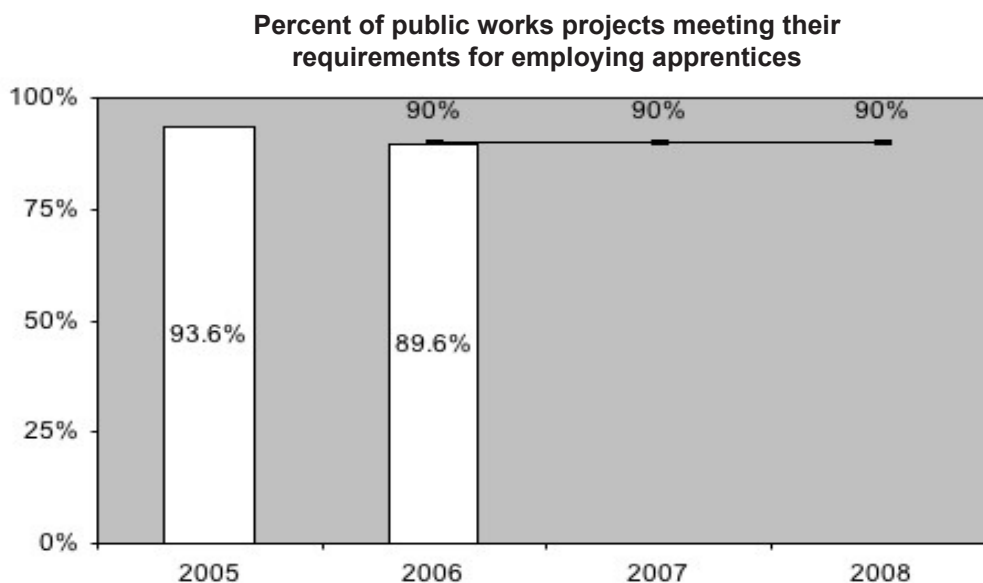
In 2005, the county established an annual goal of having at least 90% of its construction projects with apprenticeship requirements meet those requirements. Depending on the project size and scope, individual project requirements range from 5% to 15%. In 2005, 93.6% of county projects met this goal, and 89.6% met the goal in 2006.

What else influences this measure?

The availability of interested apprentices is a significant influence on this measure.

Strategies moving forward:

King County will continue to establish apprenticeship requirements on selected public works projects. Total labor hours and opportunity for training are the determining factors in establishing the requirements. The county will work with contractors to ensure compliance with apprenticeship requirements.



Office of Information Resource Management

Vision

All county information and information-based services are cost-effective, easy to access and use by the public, by private companies, and internal staff through Web-based technologies with appropriate security and privacy controls. All departments appropriately utilize information technology (IT) policies, frameworks, and methodologies; and leverage centralized IT services and assets; to effectively complement their distributed IT resources in creating and maintaining secure, reliable, value driven IT solutions.

Mission

The mission of the Office of Information Resource Management is to provide direction and effective IT services that enable outstanding service delivery to our customers and their constituents.

Goals

- Goal 1: Provide strategic IT direction for delivery of all IT services.
 - Goal 2: Provide and promote a standard and cost effective approach to delivering and operating secure information technology throughout King County.
 - Goal 3: Identify and efficiently provide centralized IT services and assets in support of IT partner and customer needs.
 - Goal 4: Provide management and direction for department IT services in the executive branch and for contracted department IT services in all branches of County government.
-

Related County Goals

- Goal 5: Increase public confidence through cost-effective and customer-focused essential services.

Office of Information Resource Management

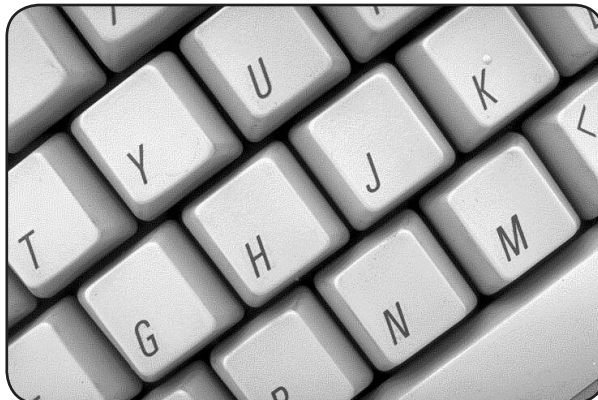
Office overview:

The Office of Information Resource Management (OIRM) was established in December 2000. The Chief Information Officer (CIO) position was confirmed and the technology governance structure was finalized and approved by the Metropolitan King County Council in July 2001.

In 2006, re-organization of IT functions began in accordance with an executive-proposed and council-approved measure. The Information and Telecommunication Services (ITS) division was moved out of the Department of Executive Services (DES) and into OIRM under the management of the CIO.

OIRM's primary duties include:

- 1) Create and manage a countywide Strategic Technology Plan and report progress against that plan utilizing a Technology Business Plan (for the next year) and an Annual Technology Report (for the past year).
- 2) Perform IT project oversight including responsibility for
 - Determining IT project processes including project justification and initiation, on-going monitoring and oversight, and completion criteria
 - Releasing funding to projects based on progress
 - Closing down high-risk or under performing projects.
- 3) Provide enterprise level IT services including
 - Countywide infrastructure and contracted department/agency information systems
 - Cable television and communications code provisions and franchises
 - Telephone systems
 - Radio communications services
 - Printing and graphic arts services.
- 4) Conduct technology governance activities focused on providing advice from all departments to the CIO on technology related issues, policies, and programs including
 - SAC – Strategic Advisory Council – advice directed to the Executive
 - BMC – Business Management Council
 - TMB – Technology Management Board
 - PRB – Project Review Board.



Office of Information Resource Management

County Web site

Department goal:

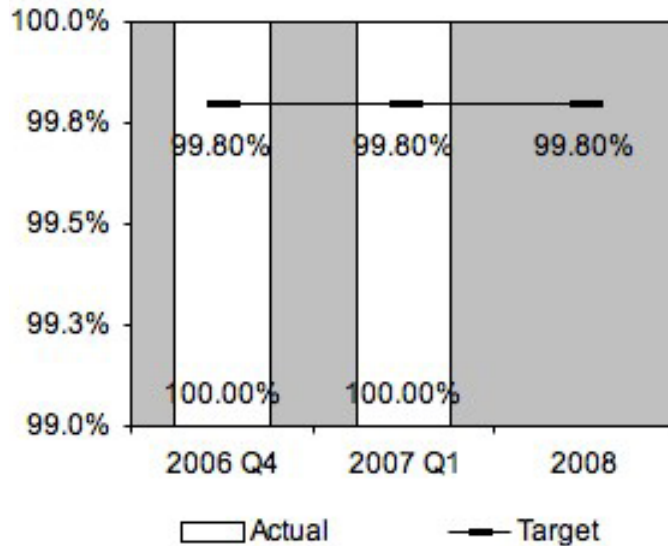
Provide and promote a standard and cost effective approach to delivering and operating secure information technology throughout King County.

Service quality measure:

Scheduled availability of King County's homepage: www.KingCounty.gov.

Why is this measure important?

The county's Web site serves as a critical communication tool for disseminating information to the public. In addition to providing information about the county and its services, King County continues to expand the number of services that are available for transacting business via the Web, providing additional convenience and flexibility for King County residents. As the county increases the number of services offered on the Web, the importance of being able to access the KingCounty.gov homepage becomes more important.



How is the county doing?

The scheduled maintenance that has occurred in 2007 has not affected the ability to access the county's homepage. Additionally, only minor unscheduled downtime has been experienced.

What else influences this measure?

Technology is the most significant influence regarding this measure. As technology improves and new options become available, King County must gain an understanding of the new technology and determine if it is appropriate for the county's use.

Strategies moving forward:

King County is actively working on a substantial upgrade to the equipment that hosts KingCounty.gov. A key feature of the upgrade is establishing a load-balancing environment for the servers. In a load balanced environment, it is rare for all servers to be down at the same time, allowing for continuous access to the county's homepage even during times of scheduled maintenance. Additionally, the effects of unplanned outages will, in many instances, be significantly reduced.

Radio communications

Department goal:

Identify and efficiently provide centralized IT services and assets in support of IT partner and customer needs.

Service quality measure:

Scheduled availability of the county-maintained portion of the region's 800MHz radio system.

Why is this measure important?

As a whole, the regional 800 MHz Trunked Radio System supports approximately 14,000 radio users in county and suburban agencies, including police, fire, Emergency Medical Services (EMS), general government functions, school districts, and water and sewer districts. King County is one of four organizations responsible for the overall health and functionality of this important communications network.

How is the county doing?

The radio system performs as designed and has never experienced a system wide outage. On extremely rare occasions portions of the system have been affected by downtime that has caused users to experience a decrease in performance. This has only occurred in isolated portions of the system with users still able to communicate across a reduced portion of the system.

What else influences this measure?

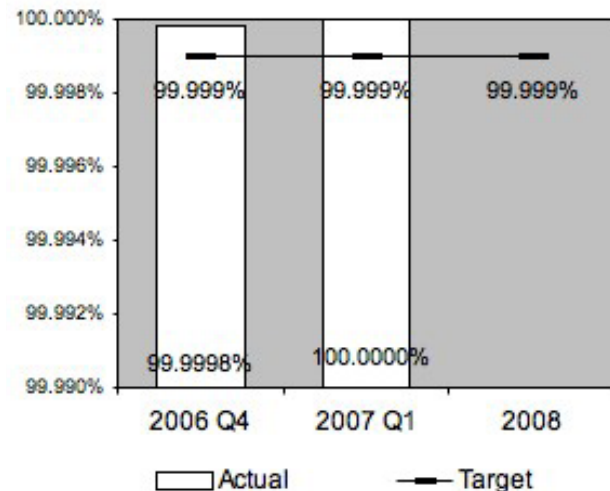
This measure is highly influenced by a number of outside factors, including weather, technological advances, and initiatives and directives from 800 MHz governing boards at both the national and international levels.

Strategies moving forward:

King County stays in close communication with its partner organizations, all of whom are responsible for maintaining portions of the region's 800 MHz Trunked Radio System. King County also tracks decisions made at national and international levels. In these ways, the county is positioned to continue to support a stable and current communications system.

King County is currently addressing a number of immediate equipment needs while also working to create a longer-term regional strategy for improvements in the future.

Scheduled availability of the county-maintained portion of the region's 800 MHz radio system



Project tracking

Department goal:

Provide management and direction for department information technology (IT) services in the executive branch and for contracted department IT services in all branches of county government.

Efficiency measure:

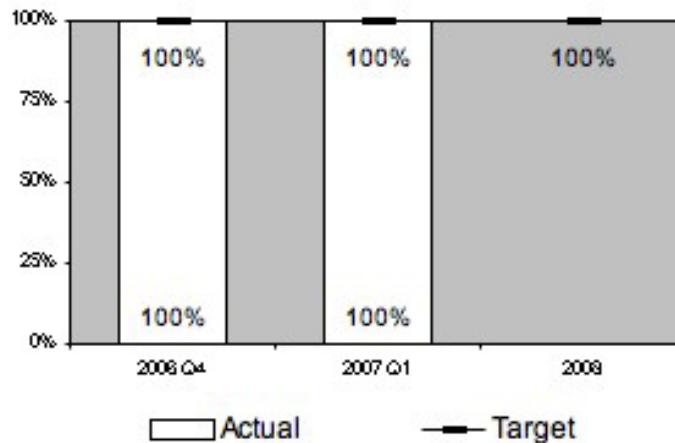
IT projects completed within approved budgets.

Why is this measure important?

The county invests millions of dollars annually into technology. IT projects are one of the primary means for the county to improve operational performance related to the many services it provides to citizens.

How is the county doing?

All projects completed to date in 2007 have been within approved budgets. A number of projects have requested budget increases after the original budget has been approved. In these instances, review and approval has come from the project's steering committee.



What else influences this measure?

It is not uncommon for a project to be faced with an unforeseen factor or two; these unforeseen factors are the largest influences on this particular performance measurement. Examples include: slipped timelines that require overtime, and material costs that have changed more rapidly than anticipated during the initial development of the project scope.

Strategies moving forward:

Continue working with project managers, steering committees, and the King County IT Governance Board to increase the accuracy of initial project budget development. King County incorporates a contingency concept when creating and approving IT project budgets. This concept rates the potential risk of the project and identifies a percentage of the budget for contingency based on the perceived risk of the project. Oversight of projects also is tightened or loosened based on perceived risk. In addition, the County requires that a business case is created for all projects before funding is approved. The business case requires that projected costs and benefits are identified and approves projects based on the perceived value to on-going operations. High value projects that fit with the county's strategic direction are then approved and moved forward.

Additional Indicator Resources

Additional information pertaining to performance measures and indicators can be found on the following Web sites:

King County AIMs High Web site
www.kingcounty.gov/exec/aimshigh/

Communities Count:
www.communitiescount.org/

Comprehensive Plan:
www.metrokc.gov/ddes/complan/

County Benchmarks program:
www.metrokc.gov/budget/benchmrk/bench05/index.htm

Department of Natural Resources Performance Measurement and Indicator Web site:
<http://www.metrokc.gov/dnrp/measures/>

Economy indicators
Prosperity Partnership:
www.prosperitypartnership.org

Housing and homelessness
Housing and Community Development:
www.metrokc.gov/dchs/csd/housing
Committee to End Homelessness in King County
www.cehkc.org/index.shtml

Land use and transportation
Buildable lands report:
www.metrokc.gov/budget/buildland/bldInd02.htm
Growth Management Act:
www.gmhb.wa.gov/gma/

Safety and infrastructure
King County traffic and safety reports:
www.metrokc.gov/kcdot/roads/traffic/safetyreports/

Department of Adult and Juvenile Detention
Department Web site:
www.metrokc.gov/dad/

Department of Community and Human Services
Department of Community and Human Services Annual Report:
www.metrokc.gov/dchs/admin/AnnualReport.htm
Department Web site:
www.metrokc.gov/dchs/

Additional Department Resources

Department of Executive Services

Web site:

www.metrokc.gov/dias/

Department of Development and Environmental Services

Annual Growth Report:

www.metrokc.gov/budget/agr/agr05/index.htm

Department Web site:

www.metrokc.gov/ddes/

Department of Natural Resources and Parks

DNRP's Annual Report:

<http://dnr.metrokc.gov/dnrp/annual-report/2006/index.htm>

Wastewater Treatment Division's Balanced Scorecard:

<http://dnr.metrokc.gov/WTD/productivity/scorecard.htm>

Department Web site:

<http://dnr.metrokc.gov/>

Department of Public Health - Seattle and King County

Health of King County:

www.metrokc.gov/health/hokc/index.htm

Public Health Core Indicators:

www.metrokc.gov/health/reports/CoreIndicators/index.htm

Public Health Data Watch Reports:

www.metrokc.gov/health/datawatch/index.htm

Women's Health Status Indicators:

www.metrokc.gov/health/women/bchp.htm#ci

Department Web site:

www.metrokc.gov/health/index.htm

Department of Transportation

Department Web site:

www.metrokc.gov/kcdot/

Office of Business Relations and Economic Development

Economic Indicators:

www.metrokc.gov/exec/bred/mei/index.htm

Agency Web site:

www.metrokc.gov/exec/bred/index.htm

Office of Information Resource Management

Strategic Plan, Annual Technology Plan, and Annual Technology Report:

www.metrokc.gov/oirm/services/reports.aspx

Agency Web site:

www.metrokc.gov/oirm/