

Unincorporated Area Transition and Strategic Performance

Introduction and Chapter Overview

In years past the *Regional Governance Transition* chapter of the Executive Proposed Budget has been devoted to a discussion of major actions being undertaken by King County to transform itself into a true regional government, one responsible for providing an array of mandated regional services as well as local services to rural areas as envisioned in the State Growth Management Act and the Countywide Planning Policies. Since 2004, the Annexation Initiative (AI) served as a core element of this effort through its promotion of the transition of the county's existing responsibility for local urban services to cities and in so doing, sought fiscal relief to the county's General Fund. However, the sub-prime mortgage crisis, the resulting global credit crisis and increased fuel and commodity costs have aggravated the underlying imbalance between the growth rate of General Fund (GF) revenues and expenditures. This challenging fiscal climate gives cause to evaluate the relative effectiveness of the current AI strategy along with all other aspects of county operations. Concurrently, the Metropolitan King County Council articulated the need for a highly focused effort at undertaking countywide strategic planning and performance management as set forth in Ordinance 16202, the Performance and Accountability Act.

In response to the significant fiscal challenges faced by King County and the associated necessity for an even greater strategic management focus, the Executive proposes to create the Office of Strategic Planning and Performance Management (OSPPM) within the King County Executive Office. The new office will facilitate the county's a broad-based effort to provide effective implementation of countywide initiatives including strategic planning and performance management along with a refocused approach to governance transition activities previously carried out through the Annexation Initiative.

The OSPPM will have a focused mission to support strategic innovation, sustainability and accountability across county government while consolidating the functions of the Office of Business Relations and Economic Development (BRED) and certain functions currently housed within the Office of Management and Budget.

Through this restructuring, OSPPM will take primary responsibility for the following areas:

- Countywide strategic planning as articulated in the Performance and Accountability Act;
- Regional growth management planning and evaluation responsibilities including the Countywide Planning Policies Benchmark Reports and Buildable Lands Analysis;
- Regional and unincorporated area economic development strategies and programs;
- Preservation of historical structures and landmarks with the unincorporated area of King County;
- Governance transition efforts for the urban area formerly undertaken through the Annexation Initiative;
- Agency and system oriented planning efforts such as operational master plans; and,
- KingStat, the Executive's performance measurement system.

OSPPM will help specifically fulfill the requirements of the Performance and Accountability Act by having a single office that will support strategic planning and performance management in an integrated and seamless cycle. OSPPM will have expertise in: performance measurement and management; data collection and analysis including demographics; public reporting; strategic planning; agency and system oriented operational master planning efforts; GIS; and community engagement.

In addition, OSPPM be a key coordinator of initiatives that cross county departments, such as the Climate Change Initiative, the Equity and Social Justice Initiative, the Community Enhancement Initiative, and the Rural Strategy. The scope of the OSPPM's role will vary from lead, coordination, or participant depending on the focus and requirements of the effort. OSPPM will undertake its regional, urban, and rural policy development and program implementation responsibilities in an integrated manner that respects the distinct issues and characteristics of the various governmental roles and service responsibilities of King County.

The creation of OSPPM will offer operational efficiency at a time of significant financial stress. The proposed office will consolidate staff from the Office of Business Relations and Economic Development (BRED) and the Performance Management unit the Management, Analysis, and Planning Section (MAPS)¹ within the Office of Management and Budget; and the Performance Management function from the Executive Office. To support this work program, the new office is proposed to have a budget of \$3,807,356 with 26 FTEs. The combination of these existing resources into a single unit provides for a streamlined, focused office with sufficient resources to undertake a broad range of responsibilities. Through this configuration, efficiencies are found that allow for reduction of 3 FTEs and 1 TLT as well as savings in various operating budget accounts that total reduction of \$831,152 from 2008 levels.

The remainder of this chapter describes the basis for refocusing the Annexation Initiative as part of the work of the new OSPPM. The following sections describe the three areas of the county's governance transition: the urban unincorporated area and the Annexation Initiative, the county's role as rural local service provider, and as regional service provider. Each of these sections will review the progress to date, plans for 2009 and discuss the role of OSPPM.

Urban Unincorporated Area: Annexation Initiative's Shift of Focus

In light of the current economic constraints and recognizing the practical and political reality of annexations, it is timely to re-evaluate the priority and practicality of the current AI approach. The county has spent five years promoting and facilitating the annexation effort with residents and cities. In addition to the annual operating resources provided by the county towards annexation, an Annexation Incentive reserve of \$10.0 million was established in 2004. While there is no question that the annexation reserve fund has helped facilitate annexation efforts; it appears that cities are now making decisions about annexation on the basis of long-term costs rather than the one-time annexation incentives. Although there has been significant progress in the AI, eight major Potential Annexation Areas (PAAs) remain un-annexed costing King County nearly \$20 million annually.

Over 31,000 residents annexed to cities in 2008 for a total of nearly 36,000 since the Annexation Initiative's inception in 2004. However, since 2005, the results of annexation elections have been mixed. Four of six major annexation votes have been approved by voters, although one was ultimately rejected by the receiving city, and one incorporation vote was rejected by voters. The remaining PAAs form a patchwork of geographically isolated areas making them costly and difficult for King County to serve. These areas are primarily residential with limited commercial areas. Over time, much of the retail and commercial areas that provide the much needed local tax base to support local services have been annexed to cities.

¹ The Management Analysis and Planning Section with the Office of Management and Budget currently provides staff resources to the Annexation Initiative, agency and system oriented operational master planning efforts; Community Enhancement Initiative for Skyway and White Center; County Benchmark Reports; County Demographer function, GIS analysis; and Buildable Lands Report.

The barriers to successfully realizing the remaining annexations are many, and range from: local jurisdiction fiscal barriers; cumbersome and inflexible state statutes; and the inherent challenge of urban unincorporated residents unconvinced of the benefits of annexation. These challenges are complicated and difficult to overcome.

The Executive is proposing a change in focus and organizational structure that affects King County's regional governance transition. The proposal includes redirecting the Annexation Incentive Reserve; reducing AI dedicated positions and operating funds; and forming a new Office of Strategic Planning and Performance Management (OSPPM) where support of annexation efforts will be provided but at a reduced level.

Annexation Incentive Reserves

In support of the Annexation Initiative, Motion 12018 established a \$10 million General Fund (GF) annexation incentive reserve for the purpose of expediting annexations or incorporations along with \$4 million in Roads and \$1.7 million in Real Estate Excise Tax (REET) support for annexation incentives. In 2008, a total of \$2.209 million of these GF reserves were provided to the cities of Auburn and Renton upon the successful annexation of the Lea Hill, West Hill and Benson Hill Communities. While there is no question that the annexation reserve fund has helped facilitate annexation efforts; it appears that cities are now making decisions about annexation on the basis of long-term costs rather than the one-time annexation incentives. Therefore, the Executive has redirected the remaining \$7.8 million in GF reserves in the 2009 Executive Proposed Budget to support the continued operation and maintenance of the local parks in the urban unincorporated area through 2011. In the event that urban unincorporated areas with local parks supported with the redirected annexation reserve were to be annexed during this time frame, consideration could be given to making a portion of the reserves available to annexing cities for parks operations and maintenance. The REET and Roads incentives funds were returned to the Roads Services and Parks Divisions for use in maintaining service levels in 2009.

Reduction of FTEs and Funding Dedicated to Annexation Initiative

Given the needs of the county to focus all efforts on supporting long-term fiscal sustainability for the General Fund, in creating the OSPPM, staff assignments are reconfigured to allow for the reduction of resources previously dedicated to the Annexation Initiative. Namely, funding for a dedicated fiscal analyst and a city relations TLT are proposed for reductions totaling \$215,000. In addition, dedicated funding to support governance studies, cost sharing with cities, and public outreach are reduced by \$105,000 for a total of \$320,000. Staff within OSPPM will take on these responsibilities as part of the agency's broader mission.

Supporting Annexation within OSPPM

By redirecting the roles of the AI within a new OSPPM, the county will continue to provide annexation support to residents and cities, but in a different way. The effort will be redirected to supporting annexation efforts initiated by cities and residents rather than utilizing county resources to promote annexation efforts absent demonstrated interest by a city and unincorporated residents. An aggressive strategy to revise the state's statutory framework including the expansion of state annexation laws and tools for cities and the Boundary Review Board (BRB) to address barriers to annexation will be pursued. While annexation of the urban areas will still be the preferred approach, remaining efforts will place a high priority on the pursuit of revenue options that allow the county to adequately fund the necessary local services in urban unincorporated areas when annexation is not successful.

Urban Deficit

The remaining PAAs still do not generate sufficient local revenues to cover the cost of providing local services through the county's General Fund (GF). The 2008 King County Adopted Budget estimated urban unincorporated local service expenditures at nearly \$45.5 million each year, while supporting local revenues were estimated at \$25.6 million per year. The resulting annual budget gap was \$20.0 million. Because the local service reductions for Auburn and Renton annexations could only be made to reach fiscal neutrality, these annexations had virtually no impact on the level of the urban subsidy. Approximately 75 % of the remaining urban subsidy originates in the major potential annexation areas of North Highline, West Hill and East Federal Way. Fifteen percent originates in the remaining 6 major PAAs and 5 % originates in the small urban islands (Other Urban Islands) located throughout the county.

In order to close the gap between urban unincorporated revenues and expenditures, often referred to as the "urban subsidy" the county must expend a corresponding amount of its regional revenues collected from residents throughout the county to maintain basic urban unincorporated services. The expenditure of regional revenues on urban unincorporated services comes at the direct expense of regional and rural services. When annexations occur, expenditure reductions must meet or exceed revenue losses in order to realize the benefits and goals of the AI. Given the overall state of the General Fund and other county funds, revenue losses cannot be absorbed, making the identified reductions a necessary step in our collective efforts to meet the fiscal challenges we face.

With slow success in transitioning urban unincorporated residents to city status, the urban area subsidy continues to place significant strain on the General Fund. The expenditure reductions assumed for the annexations which occurred in 2008 will have a marginal impact on this subsidy because the annexations occurred in areas with a relatively low urban subsidy. It remains that in order to realize a significant fiscal benefit to the General Fund annexations will need to occur in high urban subsidy areas such as North Highline and West Hill. East Federal Way is another area where measurable savings to the General Fund would be realized upon annexation; however, given the lack of interest by the City of Federal Way, it will not be a key focus for annexation support efforts.

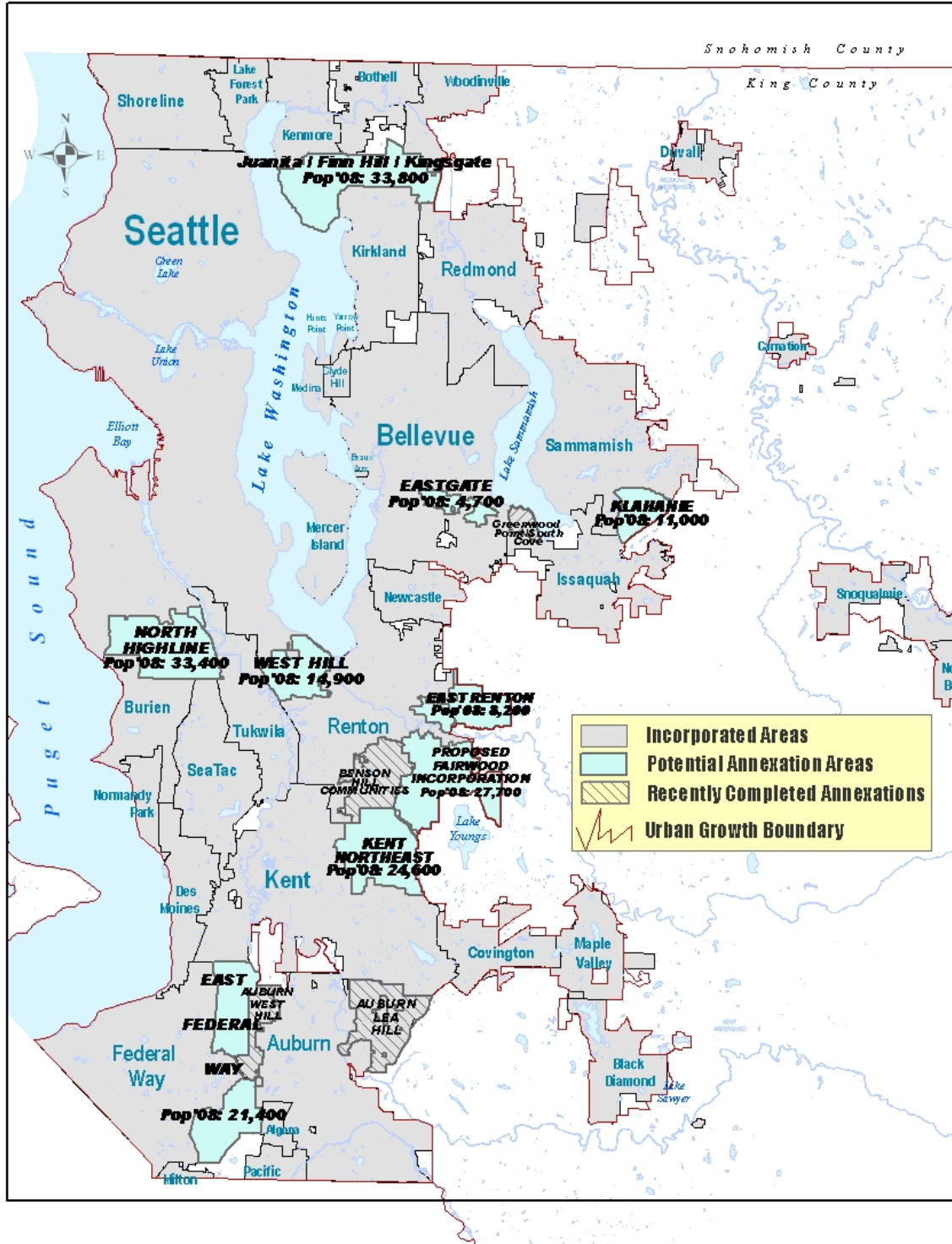
Active Annexation Areas

Several additional annexation or incorporation elections are possible in 2009, including North Highline, Fairwood, and Kent Panther Lake. Based on experiences with Federal Way, Auburn and Renton, it is anticipated that staff resources will be needed to support these cities and communities by:

- Representing county interests in Boundary Review Board (BRB) proceedings;
- Ensuring communities have factual and objective information about governance choices; and,
- Facilitating a smooth transition of county facilities and services to cities through completion of interlocal agreements.

The Executive remains committed to the long-term service vision for the county and will continue to support the annexation of unincorporated areas to cities. While dedicated resources to annexation are reduced, North Highline and West Hill will continue to be a focus within OSPPM. Efforts in other urban unincorporated areas in which cities and unincorporated area residents are actively working toward annexation transitions such as the Kent Panther Lake PAA, Juanita-Finn Hill-Kingsgate PAA under consideration by both Kirkland and Bothell, and Fairwood area will also be supported. Figure 1 presents the status of the original ten major potential annexation areas.

FIGURE 1
Remaining Urban Unincorporated Communities
Or Potential Annexation Areas (PAAs)
(2008 Population Estimates Included)



Annexation Initiative Legislative Strategy

In 2006 the Washington State Legislature passed Substitute Senate Bill 6686 (SSB6686), establishing a local sales and use tax that is credited against the state sales and use tax to facilitate annexation. This has been a critical financial tool to cities that undertake major annexations. However, there are two limiting factors which have been a barrier to successful annexation of the high urban subsidy areas of North Highline and West Hill. First, cities must commence annexation before January 1, 2010 to receive the credit; and second, it does not provide for inclusion of Seattle as an eligible King County city. The county will pursue several tools in the 2009 legislative session in order to improve the success of implementation of annexations that are approved by voters. These tools may include:

Revision to the Annexation Sales Tax Credit Tool:

- ***Expansion of eligible cities:*** Expand the provisions of SSB6686 to make available to all cities undertaking major annexations of 10,000 or more;
- ***Extension of Sunset Date:*** Extend the “sunset date” past the current January 2010 expiration;
- ***Seek Parity:*** Revise the formula to provide parity funding to cities accessing the tool for the same PAA.

Automatic Transfer of Properties and Facilities:

Pursue new legislation making the transfer of county local service facilities, such as surface water and local parks facilities and properties, to cities automatic and consistent.

Expedite Annexation of Small Urban Island:

Pursue additional statutory mechanisms to facilitate expeditious annexation of smaller urban islands

Business Planning for Governance Transition: The County's Role as Urban and Rural Local Service Provider

As annexations of urban unincorporated areas occur, King County's local service responsibilities will shift from providing urban and rural services to solely providing local services to rural residents. However the county will continue to be the local service provider for both urban and rural areas in the near future. This section will focus on three areas of focus for the county's role as urban and local service provider: urban service provision including community enhancement and economic development, rural service provisions, and legislative strategies.

The County's Role as Urban Local Service Provider

While urban areas remain in unincorporated King County, the county continues to be the local service provider for residents. The county will continue to provide necessary services such as roads, police, courts, building permits and inspections, and surface water management. In light of the current economic situation, with rising costs and slower revenues for the county, it will not be possible to continue to provide the same level of services as provided in prior years.

The North Highline and West Hill areas are also a focus for the Executive Community Enhancement and Equity and Social Justice Initiatives. The Community Enhancement Initiative (CEI) is a collaborative effort to promote and sustain healthy, vibrant communities in Skyway and White Center. Enhancement efforts are aimed at reducing regional disparities and bringing much needed improvements to quality of life in these neighborhoods that many lower-income communities call home. By charting a course for equitable development, CEI ensures that people in all communities participate in and benefit from economic growth and activity.

Previously coordinated from the Management, Analysis, and Planning Section of the Office of Management and Budget, CEI will continue to work across county agencies to ensure that public safety, economic development, environmental stewardship, health, equity, and community capacity building are integrated into all community enhancement projects. This focus will continue within the OSPPM. The interdepartmental CEI team coordinated by OSPPM will explore innovative opportunities and partnerships to achieve multiple goals while making effective use of existing King County resources, assets and work programs. CEI will continue to provide opportunities on the ground to implement the values and ideas of King County's Equity and Social Justice Initiative, as well as Executive Initiatives for Global Climate Change and HealthScapes.

Community Enhancement Initiative activities in Skyway and White Center include:

- Investing in quality affordable housing, including over \$10 million in the Greenbridge Hope VI Development;
- Revitalizing Skyway Park, White Center Heights Park, and Steve Cox Memorial Park as popular places for recreation;
- Improving the pedestrian environment with new sidewalks in the White Center central business district, and stronger connection to Greenbridge along the SW 98th Street Corridor;
- Proposing zoning changes that encourage redevelopment of key underutilized properties;
- Improving infrastructure to reduce flooding and increase water quality for watersheds in the White Center area;
- Restoring natural areas and promoting environmental stewardship through urban forestry grants; and
- Empowering Skyway community members in developing an action plan for equitable community revitalization.

OSPPM will also carry out the Road Services Division (RSD) Operational Master Plan initiated in 2008. This planning effort spans both the urban and rural unincorporated areas. Ordinance 15975 directed a two-phase Operational Master Plan (OMP) for the Road Services Division. The OMP is a collaborative effort between the King County Council, the Roads Services Division, the Office of Management and Budget, and the Facilities Management Division of the Department of Executive Services. The project management of the OMP will move to OSPM. The outcomes of the OMP will reflect the flexibility needed to accommodate legal mandates, safety and infrastructure needs, declining revenues and change drivers such as new environmental regulations, annexations and climate change. The work plan was approved by the County Council in May 2008; the first phase establishing broad policies for meeting the county's current and future responsibilities will be completed in early 2009 with the completion of the second phase resulting in recommendations in early 2010.

The County's Role as Rural Local Service Provider

The current rural service model achieves economies of scale through shared overhead and services with urban areas. While the county will continue to provide service delivery to both rural and urban unincorporated area residents, eventually the county will serve as the local government only in rural areas. With that long-term goal, the county has been working to improve coordination of rural programs, policies and planning, and to develop new ways of evaluating the needs and expectations of rural residents. In 2008, King County worked to improve service to all rural residents by:

- Refining regulations governing agriculture, forestry and home based businesses as recommended in the Rural Economic Strategies and by the Flood-Farm Task Force;
- Developing a Rural Initiative to create better communication and problem solving in the rural area;
- Conducting a survey of rural residents to evaluate service delivery, and to identify residents' priorities and concerns; and
- Providing free technical assistance for unincorporated residents seeking building and land development permits at the county Department of Development and Environmental Services.

Also in 2008, the county worked with individual communities on specific projects that will contribute to improved quality of life for their residents. These projects included:

- Beginning implementation of a plan to address chronic flooding and drainage problems in the May Creek basin;
- Developing a Community Partnership Agreement with the Four Creeks community to guide collaborative, long-range planning; and
- Working with the Greater Maple Valley area residents to develop a vision for improvements to Ravensdale Park.

These types of efforts will continue in 2009. The Executive will also work with the Council to analyze the county's policy framework and rural service delivery model for additional changes that will benefit rural communities countywide. It is anticipated that this type of rural planning will be undertaken in the new OSPPM in conjunction with the Department of Natural Resources & Parks Administration and Department of Development and Environmental Services.

Fiscal sustainability provision of local services to the unincorporated area

In recognition of the slow pace of annexation, the Executive acknowledges the need to focus on sustainable ways to serve areas when annexation fails to occur. As has been demonstrated since the

UNINCORPORATED AREA TRANSITION AND STRATEGIC PERFORMANCE

inception of the AI, the county does not have the financial ability to continue to provide urban level of services without using regional countywide revenues to offset the cost.

Over the past five years the county has focused on the fiscal challenge of serving the local urban unincorporated. However, the annual regional-local budget allocation analysis conducted each year has shown that local revenues generated from the rural area are not sufficient to cover the cost of local services for rural residents. The 2008 Adopted Budget showed a General Fund subsidy of nearly \$18.6 million for services to rural unincorporated King County. This is in addition to the \$20 million subsidy for services to the urban unincorporated area highlighted earlier.

A primary component to King County's budget challenge remains providing local services to King County's potential annexation areas and the rural area. Almost 200,000 residents live in urban unincorporated King County making it the equivalent of the second-largest city in the county and the fourth-largest city in the state. However, the county lacks the revenue tools available to cities to provide urban level services, resulting in regional revenues subsidizing these urban and rural areas. The county will pursue legislative strategies that address this issue which could include:

- Eliminate the ability of jurisdictions to annex revenue-generating unincorporated areas, leaving behind the neighborhoods that don't pay for themselves. This occurs when jurisdictions annex areas of a PAA that are high value in terms of home valuations and/or a core business areas, and leave the remaining area in a PAA that has lower home valuations or little or no business core.
- Extend utility tax authority to grant counties utility tax authority. Cities currently have this tool available to them to help finance local government services to residents. Providing parity to the county would allow the county to raise additional revenue to cover the local service gap.
- Policy changes that will mandate annexations to cities.

At a minimum, as mentioned earlier in this chapter, the county will engage the state legislature to examine whether counties with major urban areas to serve should have comparable revenue tools to cities.

Business Planning for Regional Role

The County's Role as Regional Service Provider and Leadership

Progress toward attaining the county's growth management service and land-use vision is being played out not only at the local level, but also through the evolution of the county's regional services and role. Concurrent with annexation transition planning, county agencies continue to orient their operations toward meeting countywide growth in service needs and resident demand for greater regional coordination. Several strategic visioning processes have been completed or are underway to establish regional priorities, policy direction, and funding strategies to guide county departmental operations into the future.

In addition to providing greater focus and direction for the breadth of existing regional programs, these processes have frequently resulted in the expansion of regional services. The approval of the Transit Now sales tax increase and the Automated Fingerprint Identification System (AFIS), Parks Futures, and Veterans and Human Services levies are four examples of areas where county regional services were expanded based on a burgeoning interest and accompanying financial support from the public for coordinated regional service provision. In total these four efforts resulted in more than \$100 million for regional services in 2008.

Other planning processes recently completed or underway and continuing into 2009 include:

- **Public Health Operational Master Plan (OMP).** The county will continue evaluating and assessing Public Health clinical operations and services for efficiency and effectiveness as defined in the Public Health OMP. The planning effort continues working with community partners including the Community Health Centers, local hospitals and other organizations in assessing community needs for the "safety net" and articulating the roles and responsibilities for the various parties in assuring that various populations (especially low income and at-risk groups) have access to appropriate health care. Analysis of the OMP outcomes and next steps will continue in 2009 and be utilized as the county identifies stable and adequate funding sources for public health services and other critical county programs.
- **Regional Jail Initiative.** The Regional Jail Initiative is a collaborative effort between King County and the county's cities to evaluate current jail systems and capacity in King County, and to identify and analyze options to meet long-term detention needs. The initiative will help the county address and control the rising costs of detention and provide a framework for a sustainable adult detention system. Long-term planning focusing on both community corrections and secure detention capacity and the connection between the two will continue in 2009.
- **King County Flood Control Zone District.** The King County Flood Control Zone District was established in April, 2007 to implement the 2006 King County Flood Hazard Management Plan. The King County Council, acting as the Board of Supervisors for the District, adopted a \$0.10/\$1,000 of assessed value annual countywide property tax levy in November, 2007 to fund the District's capital program and operations.

The District established an inter-jurisdictional Advisory Committee that recommended a 6-year capital program throughout King County, including a sub-regional fund of 10 % of the total levy to address sub-regional flooding problems, and a robust operating program to reduce flood hazards and protect public safety. The District provides a regional approach to addressing flood risks and improving flood facilities throughout King County to protect public health and safety, regional economic centers, public and private properties and transportation

corridors. The 2008 work program for the District included approximately 55 capital projects (85 % of the funding) and an expanded operating program for flood warning and emergency response, technical assessment and support services.

More than 20 capital projects will be completed by the end of 2008, including ten emergency repairs done by the U.S. Army Corps of Engineers. The remaining capital projects are multi-year projects that will continue into 2009.

- King County Ferry District. The State Legislature in 2003 authorized counties to create local ferry districts whose sole source of revenue is a property tax assessment. The Metropolitan King County Council created the King County Ferry District on April 30, 2007, to expand transportation options for county residents through provision of waterborne transit services. All 9 members of the County Council sit as the Ferry District Board. Planning and implementation of ferry service will continue in 2009.

The King County Ferry District Board adopted a plan in November of 2007 which will generate \$18.3 million per year to fund:

- Passenger-only ferry service linking downtown Seattle with Vashon Island. Washington State Ferries currently operates the Vashon passenger-only ferry, but the Legislature in 2006 voted to end state funding for passenger-only ferries on June 30, 2007. The Legislature agreed to extend the Vashon service if King County would assume financial responsibility for the Vashon ferry by July 1, 2008, and assume full operation of the route in July 2009.
- Year-round operation of the Elliott Bay Water Taxi linking downtown and West Seattle, starting by 2010.
- Six future demonstration routes linking Seattle with the local shoreline communities of Kirkland/Eastside, Kenmore/North Lake Washington, Shilshole/North Puget Sound, Renton/South Lake Washington, and Des Moines/South Puget Sound, with funding sufficient to turn successful demonstrations into permanent routes.

All routes will be supported by shuttle services to deliver commuters to docks and connect them with park-and-ride lots and other modes of transportation.

- Climate. The King County Executive Action Group on Climate Change convenes internal leaders across departments and disciplines to mitigate and adapt to climate change with innovative, sound policy strategies. The group is charged with reviewing every county business line, operation and capital plan to identify challenges and opportunities and to recommend concrete actions for infrastructure and service adaptation. To realize these goals, the group established goals across sectors, including: transportation, building and land use, waste and recycling, procurement and use of climate-friendly products and renewable energy.

The group began meeting bimonthly in 2006 after the release of four Executive Orders addressing global warming. It draws on climate change advice from both regional and nationally experts to establish and employ the most robust methodology for regional governments and partners to measure, mitigate and adapt to climate change on an ongoing basis. As part of its mission, the group tracks its progress and communicates lessons learned to its own employees, King County residents, and other regional governments nationally and worldwide.

Membership includes representatives from all Executive Departments, many of whom also serve on subcommittees, such as the Climate Plan Implementation Team, and the Green Jobs Team. The Climate Action group will continue its work in 2009.

The Climate Action Group is a successful example of effective, efficient interdepartmental team work as there is only one position devoted solely to the effort and the rest of the resources are existing staff. This model of collaboration and utilization of existing resources to achieve change will be a hallmark of the new OSPPM.

- **Countywide Planning Policies Update.** King County and its jurisdictions have initiated an update of the Countywide Planning Policies (CPPs). The updated CPPs will align with VISION 2040's Multicounty Planning Policies and incorporate new population forecasts released by the Washington State Office of Financial Management. This two-year planning effort will culminate in 2009 with the adoption of the CPPs by the Growth Management Planning Council and King County Council and ratification by the county's cities.

In sum, these efforts represent major strides toward establishing a strategic direction for stable regional government services and the future of King County government. The Office of Strategic Planning and Performance Management will provide a coordinating function to these various regional efforts to ensure that they align with the broader strategic planning to be undertaken. And it will do so as a smaller, more efficient, and more focused and effective organization than the separate BRED, MAPS, and Performance Management groups individually.